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THE REGIONAL  
MUNICIPALITY OF  
HAMILTON-WENTWORTH

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TRANSPORTATION SERVICES COMMITTEE

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1988 BUDGET

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THE TRANSPORTATION SERVICES COMMITTEE  
1988 CURRENT BUDGET  
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January 27, 1988

REPORT TSC 88-3

To the Chairman and Members of the  
Transportation Services Committee

Re: 1988 Current Transportation Budgets

- A) H.S.R. 1988 Current Budget
- B) C.C.L. 1988 Current Budget
- C) D.A.R.T.S. 1988 Current Budget

Please find enclosed the above-captioned budgets for 1988 which are presented for your Committees' approval. At a previous meeting, your Committee and Regional Council dealt with the Capital Budget. The 1988 impact of that capital budget has been built into these operational budgets.

This budget package is being circulated early in order to allow you the opportunity to peruse it and ask the staff any questions prior to the meeting. Should you have any questions or require any clarification, please contact me or Mr. Eric Pilon and we will be pleased to be of assistance.

H.S.R. Current Budget

The 1988 budget is presented in two parts.

The first part, "Before the Extraordinary Items" shows that the 1988 H.S.R. Budget is within the 4.5% guideline established by Regional Council. Costs have been curtailed, revenues have been maximized and the budget trimmed. At the same time the Committee has dealt with and we are proposing additions to the level of service amounting to almost a 2% increase. This increase in level of service plus inflationary allowances including the anticipated wage settlement has been accomplished and yet we are still within guideline.

continued...









The second part of the budget includes three "Extraordinary Items" which were identified late in 1987 and are outside the normal operating requirements and last year's base. It is proposed that these items be addressed along with the other extraordinary items before the Region.

#### C.C.L. Current Budget

The 1988 operations budget reflects the funds required to meet a new business and strategy which will see C.C.L. continuing to reduce its losses to a break-even position. The proposed business plan is similar to that of the past with the exception of three areas. The first is to more aggressively expand our market share and sales territory (i.e. conventions, tourists and expand into Halton). The second is to close down the Niagara Falls Bus Terminal (become a commissioned agent as opposed to owner-operator) and the third component is to abandon the idea of maintaining an outdated fleet and replace it at a much higher rate.

The 1988 budget estimates show C.C.L. doing this and still coming in with a net tax levy reduction of 50%.

#### D.A.R.T.S. Current Budget

The D.A.R.T.S. Board of Directors have presented a budget which illustrates four levels of service. Option 1 which meets the 4.5% guideline requires a substantial reduction in level of service and would reverse the ridership gains accomplished in 1987. In our opinion, this would become untenable. However, all three of the remaining options including the stand pat level of service involve a significant increase in funding. This is compounded by the fact that a \$76,000.00 overexpenditure was approved in 1987 which does not form part of their base for comparison in 1988. Although the study commissioned by the Region indicates that the ridership demand should have reached a level of maturity (saturation) this has not been the case according to D.A.R.T.S.' experience and eligibility screening process. The recommended budget request amounts to \$226,685.00 or 34.3% more than last year's budgeted Regional Grant.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "H. O. Schweinbenz", written over a horizontal line.

H. O. Schweinbenz  
Commissioner of Transportation

HOS/db

















January 6, 1988

MEMORANDUM TSC 88 - 3

To The Chairman and Members of the  
Transportation Services Committee

RE: 1988 HSR CURRENT BUDGET

Background:

The 1988 current budget program for the urban transit system is attached for your consideration. Included in this presentation are illustrations showing the service program, charts presenting various operational detail and appropriate narrative describing the programs. A detailed breakdown of the 1988 budget is available on request.

Synopsis: 1987/88 Budget to Budget Comparison

The 1988 "Program Cost Summary" page has two significant parts in this years presentation. The first part is a summation of the budget which addresses the operational requirement and directions given by Committee and Council during 1987, its impact on the "Area Municipalities" and the "Transit Levy" to the City of Hamilton.

The second part of the "Program Cost Summary" page deals with three extraordinary items which were identified late in 1987 and are outside the normal operating requirements. The dollar impact of these items on the City of Hamilton is shown in the line headed up, "Total Hamilton Levy" with the impact of these extraordinary items on the "Area Municipalities" shown in the following sections.

The 1988 draft budget (before the Extraordinary Items") has a gross operating expenditure of \$42,977,100 with revenues of \$34,667,000 and an operating deficit of \$8,310,000 which is a 1.94% increase over 1987. When combined with the required 1988 Capital contribution of \$1,931,000 the increase is \$10,241,100 or 5.90% over the 1987 level before reflecting the impact of the Special Agreements.

The Special Agreements with Ancaster, Dundas and Stoney Creek are shown before "The Extraordinary Items" and reflect the costs associated with the level of service being purchased from the HSR in 1988.







The Area Municipalities of Ancaster and Stoney Creek have increased their service levels in 1988 by 19,145 miles and 41,422 miles respectfully. Dundas has a marginal increase of 1300 miles.

When deducting these agreements from the "Net Deficit" of the system the amount to be met from the "Transit Levy" is \$9,280,300 or a 4.5% increase from the 1987 level as per the Regional Guidelines.

In preparing the 1988 budget all costs other than those driven by service levels were reviewed extensively for need within the operational framework. In many instances a "Zero Base" approach was used which resulted in significant savings by eliminating some work units and extending current service contracts.

The "Service Level" in 1988 was also reviewed extensively to ensure that the cost per mile driven versus the revenue per mile generated were in keeping with appropriate performance objectives. As a result of this review a number of changes are to be implemented during 1988 and are detailed further in the section described as "1988 Level of Service."

At the November 10th meeting, we presented to the Transportation Services Committee an analysis which demonstrated that the proposed fare increase would generate an increase in our 1988 revenues of 6.17% with no increase in ridership over our 1987 actual.

#### EXPENDITURES

The 1988 operating budget contains several key items and operating plans which are major factors within the budget structure. These budget parameters and their relationship to the total budget are highlighted for your convenience under the following headings.

##### A. Major Items

An explanation of specific major budget items and their relationship to the total budget.

##### B. 1988 Level of Service

An outline of the proposed "Service Plan" for 1988.

##### C. Specific Changes

Dollars & rationale for new 1988 programs.







#### A. Major Items

1. The Maintenance Budget which at \$13,948,000 accounts for 32.45% of the total budget, has two specific items accounting for 74.5%, of its total. The first of these is fuel totalling \$3,552,000 or 25.4% of the maintenance budget. During 1987 the HSR continued to purchase fuel on a "rack pricing" basis and recognized savings in excess of \$100,000. We are currently purchasing number 1 diesel fuel at 3.5 cents per litre less than "posted tank wagon" price.

The second item is the salary package of \$6,839,200 which is 49% of the Maintenance Budget. This expenditure is required to provide a maintenance program which will minimize down time which in turn maximizes our service availability to the public.

2. The Operating budget at \$21,910,600 being 51% of our total budget has basically one item as its major component. The salary package of \$19,461,200 or 88.8% of the Operations Budget are the salary funds required for drivers to provide bus service to the areas within the Regional Municipality of Hamilton-Wentworth.

3. In the Administration budget there have been significant changes made and are reflected in the 1988 budget.

A. In the area of "Cash Management" significant savings were recognized by extending a service contract to "Brinks" for the handling and counting of cash.

B. In the areas of Purchasing and Materials Management, a reorganization was undertaken in 1987 which accommodated the additional storekeeper required to have the Wentworth Street Garage open on weekends and at the same time produce savings of over \$16,000 by the reduction of one manager.

C. The last item which significantly impacts this particular budget is the opening of the "Downtown Ticket Office". The 1988 budget includes funds for the operating cost (lease & utility) and the hiring of three ticket clerks to staff the new location. We are currently open Monday to Friday from 6:00 am to 7:00 pm, Saturdays from 7:00 am to 5:00 pm and Sundays and Holidays from 9:00 am to 1:00 pm. Upon opening, we propose to provide service hours comparable to other retail outlets, i.e., Monday to Friday 8:30 am until 9:30 pm, Saturdays 8:30 am until 7:00 pm and Sundays and Holidays 9:00 am to 5:00 pm.







## B. Levels of Service

The dollars for the 1988 service level are the product of an extensive route rationalization process that was undertaken during budget preparation. This process looked at items such as layover time, headways, running time, and route scheduling with the goal of either maintaining or expanding the service level to the public while at the same time eliminating copy inefficiencies from the system.

The recommended changes in service levels are proposed for implementation in stages beginning in April, 1988.

### 1. BARTON

The Barton/Bell Manor loop will be the end-of-the-line for all trips commencing in September 1988. The frequency of service will be a consistent 5 minutes during the a.m. and p.m. peaks with a 6 minute service during the base period. Evening service will remain at a 7-8 minute headway with night operations at a 20 minute frequency.

### 2. BAYFRONT

Decrease in the 1988 mileage due to the combination of Route 4A Bayfront with Route 57 Nash. "This combination of routes will result in a saving of three buses in the peak on weekdays and one bus on Sunday." Service frequencies will be 15 minute peak, 20 minute base/evening and Saturday and 30 minute on Sunday. This service is scheduled for implementation in September 1988.

### 3. COLLEGE/WEST 5TH

Increase in 1988 mileage as a result of an extension of the regular route. It will now operate via James Mountain Road past Mohawk College travelling along West 5th St. to a turnaround loop via Chester Ave., Chesley St. and Stonechurch Rd. This new route will be implemented in April 1988. There will be 18 daily hours of service on weekdays and Saturdays with a 20 minute peak and 45 minute offpeak frequency of service. Sunday service will consist of 8 hours of operation with a 45 minute frequency of service.





This change is a result of the West Hamilton Mountain Transit Operational Review approved by the Committee and Regional Council.

#### 4. DUNDAS LOCAL

Increase in the 1988 mileage due to the extension of the route from Pleasant Valley to Highland Secondary School on Governor's Rd. As of September 6, 1987 this route will operate on a 40 minute frequency of service. A 20 minute frequency of service is proposed to begin in April 1988. This change was the result of the Dundas Transit Operational Review.

#### 5. FENNELL

Decrease in 1988 mileage due to a reduction in the number of split tail ends-of-the-line. As of April, 1988 the Fennell service will no longer operate to the Stonechurch/Chesley or West 21st/Elmwood loops. It will have a single end point at the Chedoke Hospital property. This will reduce the total number of buses required to maintain the existing frequency of service on the remaining portion of the route.

The northern portion of the route will be altered slightly such that during the peak hours the operating buses will alternate between the Grenfell loop and the Industrial loop as their turnaround point. During the base and evening time periods the service will be operated only to the Grenfell loop.

These changes are the result of the Hamilton West Mountain Transit Operational Review.

#### 6. GARTH

All trips were extended to St. Elizabeth's Village from Claudette Gate as of September 06, 1987.

Decrease in 1988 mileage as a result of a reduction in the total hours of operation to a weekday peak hour service operating on a 20 minute frequency of service. This will be implemented in April 1988.

This change is a result of the Hamilton West Mountain Transit Operational Review.







#### 7. NASH

Increase in the 1988 mileage due to the combination of Route 4 Bayfront with Route 57 Nash. Service frequencies will be 15 minute peak, 20 minute base/evening and Saturday and 30 minute on Sunday. This service is scheduled for implementation in September 1988.

#### 8. SANATORIUM/ANCASTER

Upon implementation of the new Ancaster Spine and Ancaster Local Route 33 Sanatorium will no longer be required to service the Town of Ancaster. This will reduce the annual 1988 mileage beginning in April 1988.

#### 9. SHERMAN/OTTAWA

Increase in the 1988 mileage as a result of the combination of Route 15 Sherman/Ottawa with Route 4 Bayfront. This will decrease the peak headway from 24 to 20 minutes, the base/evening headway from 24 to 30 minutes, the Saturday headway from nonexistent to 30 minutes and the Sunday headway from nonexistent to 30 minutes.

Service along Sherman Avenue will occur only during the peaks whereas there will be full service along Ottawa Street

This service will be implemented in September 1988.

#### 10. UNIVERSITY/ANCASTER

Decrease in the 1988 mileage as the result of the implementation of a new Ancaster Spine route which will be implemented in April 1988 based on Ancaster Town Council approval.

#### 11. UPPER JAMES

Increase in the 1988 mileage as a result of the extension of the route past the Garth St. loop to St. Elizabeth's Village. Service frequency will be maintained as existing. This service will be implemented as of April 1988.

This change is a result of the Hamilton West Mountain Transit Operational Review.







## 12. UPPER PARADISE

This route will now travel along Upper Paradise Road to connect with Scenic Drive. This will eliminate one route from travelling along Sanatorium Road. 1988 mileage will be as existing as the overall route mileage remains the same.

## 13. UPPER WELLINGTON

Decrease in the 1988 mileage as a result of the combination of Route 26 Upper Wellington with Route 25 Upper Wentworth. Service frequency will be 12 minute peak, 20 minute base/evening, 20/30 minute Saturday and 30 minute on Sunday.

## 14. UPPER WENTWORTH

Decrease in the 1988 mileage as a result of the combination of Route 25 Upper Wentworth with Route 26 Upper Wellington. Service frequency will be 12 minute peak, 20 minute base/evening, 20/30 minute Saturday and 30 minute on Sunday.

## 15. CONFEDERATION PARK & ROCK GARDENS

Weekend service to Confederation Park will begin on June 05, 1988 as a result of a service request from Confederation Park to coincide with the opening of the facility. Route 9 Rock Gardens will be extended to operate on Sundays to the Thanksgiving Weekend.

## 16. ANCASTER SPINE

This new route will be implemented in April 1988 upon Town Council approval. It will operate between McMaster University and Ancaster during the weekday peak periods. This is a result of the Ancaster Transit Operational Review.





### C. Specific Changes

Within the 1988 budget there are certain items which are identified under the change column and are specific to new programs or requirements. Some of the "major" items and the rational are as follows:

#### 1. Maintenance

This section has three significant changes. The first of these is an amount of \$87,400 (salaries and benefits) for 1 additional mechanic and foreman to cover the weekend operation of the Wentworth Garage. These costs were part of the calculation done in the report to Committee TSC 87-10 which identified the savings to be recognized with the weekend operations.

The second item are dollars (\$24,000) to address the cost associated with the handling of various wastes as per regulation from the new legislation.

The third and final item is dollars (\$45,000) for security coverage at the Wentworth Garage on weekends. Again these costs were identified on the analyses presented.

#### 2. Operation

The Operations budget has an amount of \$140,400 identified under the change column. By Special Agreements with the area municipalities \$93,700 will be recovered with the remaining \$46,700 required for an additional dispatcher for the weekend operation. Again these costs were identified in the analyses presented in TSC 87-10.

#### 3. Marketing and Customer Service

The 1988 budget has \$30,000 under the change column for the Trolley Coach Study to be undertaken in 1988.

#### 4. Executive Services

In 1988 we have included an amount of \$10,000 to provide for costs associated with being the host for the Canadian Urban Transit Association's annual meeting which may have up to 500 delegates from across Canada.







Recommendations

1. That the 1988 draft budget showing a total increase *in* the levy of 4.5% for the Hamilton Street Railway be approved and forwarded to the Finance Committee.

2. That the "Extraordinary Items" totalling \$495,000 be approved and forwarded to the Finance Committee.

Respectfully submitted,

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H. O. Schweinbenz  
Commissioner of Transportation

HOS/EP/st





SCHEDULE "A"  
 REGION OF HAMILTON-WENTWORTH  
 1988 HAMILTON STREET RAILWAY CURRENT BUDGET  
 NEW/ENHANCED PROGRAMS  
 PRIORITY LIST

	\$		%
	<u>          </u>		<u>Levy Impact</u>
1988 Proposed Budget	9,280,300		4.50
<u>New/Enhanced Programs (Net On Levy)</u>			
	Gross Cost <u>\$</u>	Net Cost <u>\$</u>	
A) <u>Government Legislated</u>			
B) <u>Council Mandated</u>			
1. Management Study	75,000	37,500	.42
C) <u>Optional</u>			
2. Snow Removal, City of Hamilton	160,000	118,400	1.33
3. Wentworth Garage Safety	260,000	193,043	2.17
	<u>          </u>	<u>          </u>	<u>          </u>
TOTAL NEW/ENHANCED PROGRAMS	495,000	348,943	3.93
	<u>          </u>	<u>          </u>	<u>          </u>
TOTAL LEVY IMPACT	<u>9,629,243</u>		<u>8.43</u>





## THE HAMILTON STREET RAILWAY COMPANY

### OPERATIONS OVERVIEW

In order to present an overview of the significant components within the HSR operations, various statistical information has been gathered and presented in graphic form.

#### Exhibit "A" - Total Revenue

This pie chart demonstrates what percentage each of the various revenue sources is of the total funds available to the HSR.

#### Exhibit "B" - Expenditure by Program

This pie chart shows proportionally how the budget dollars are spent within the HSR.

#### Exhibit "C" - Ridership Trends

This graph is a monthly representation of our ridership for the last year. As is evident, our peak ridership is January and February of each year and also October through December.

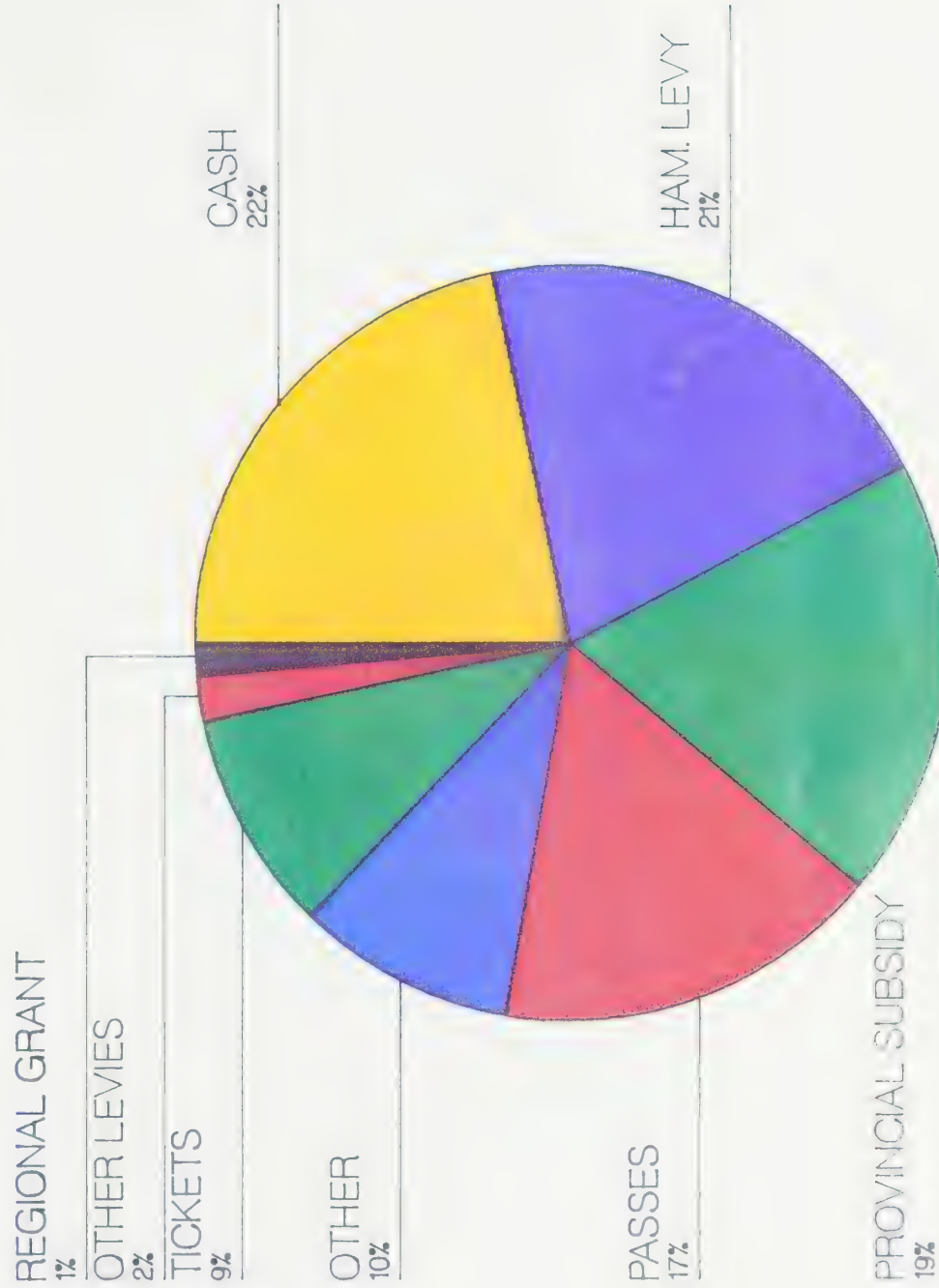
#### Exhibit "D" - Mileage Trend

This chart indicates that the HSR, in the last few years, has not dramatically changed the total mileage but rather has altered the routes to optimize service and maximize revenue.



# HAMILTON STREET RAILWAY COMPANY

## 1988 REVENUE ANALYSIS

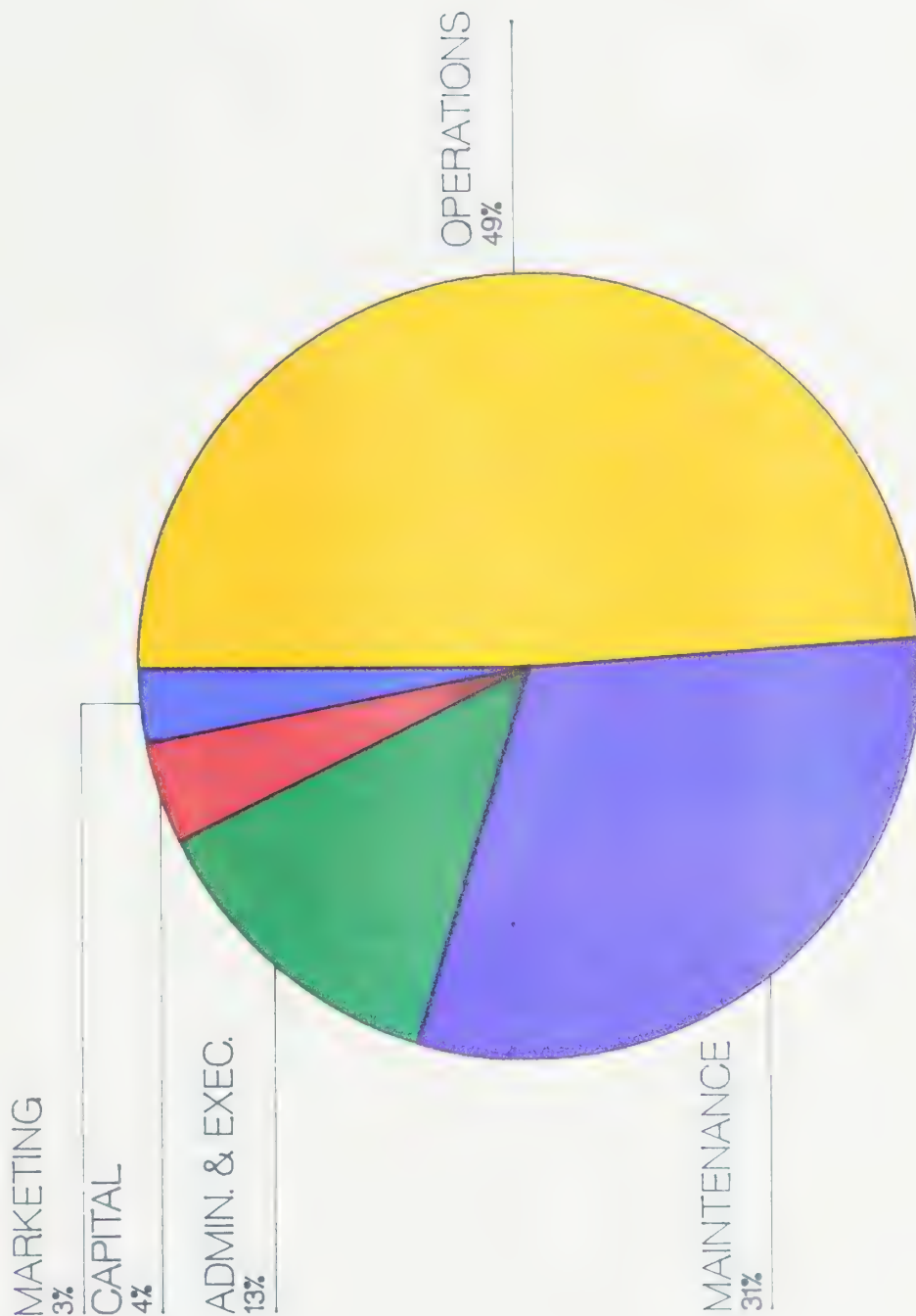






# HAMILTON STREET RAILWAY COMPANY

## 1988 EXPENDITURES ANALYSIS

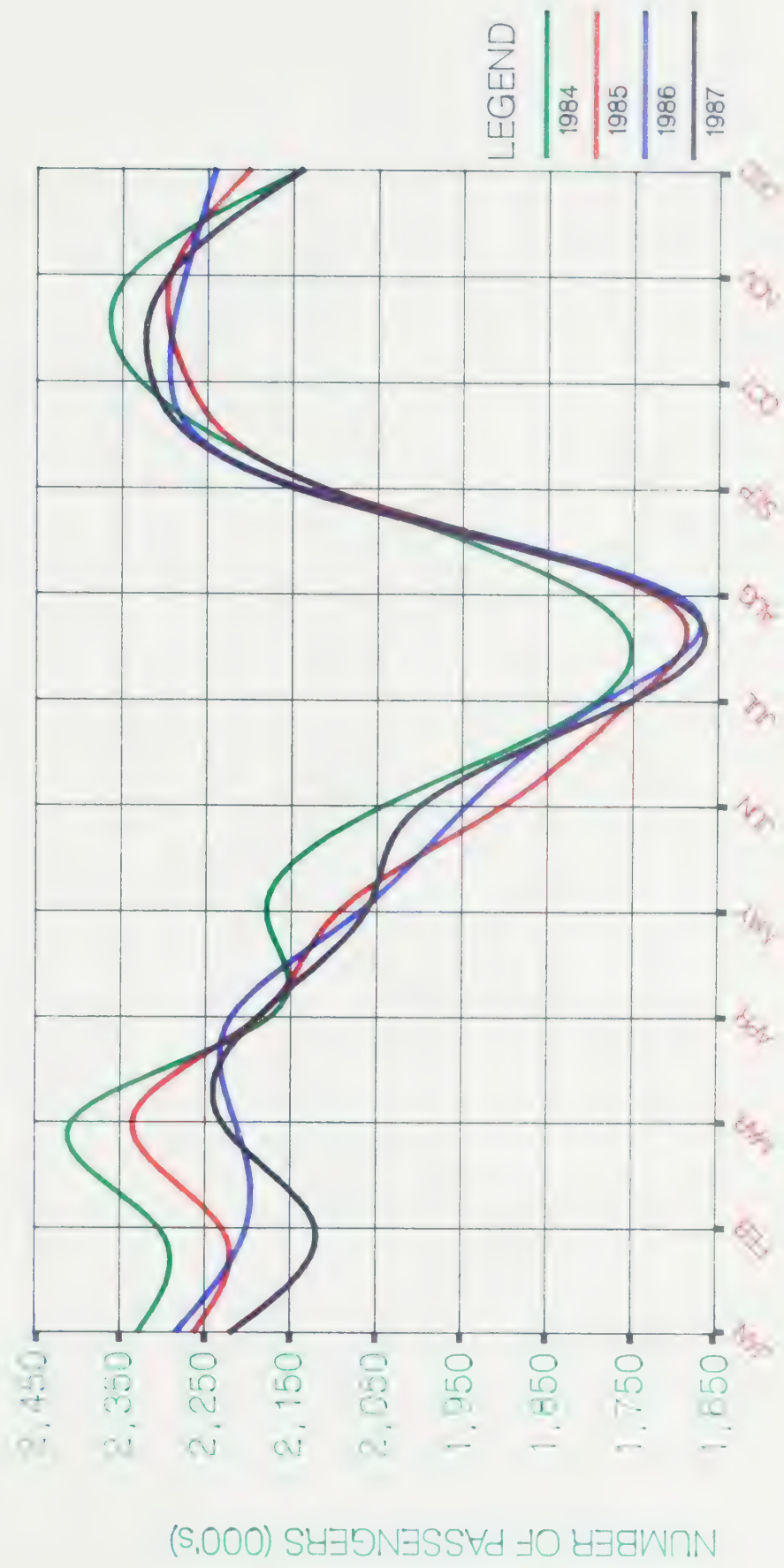






# HAMILTON STREET RAILWAY COMPANY

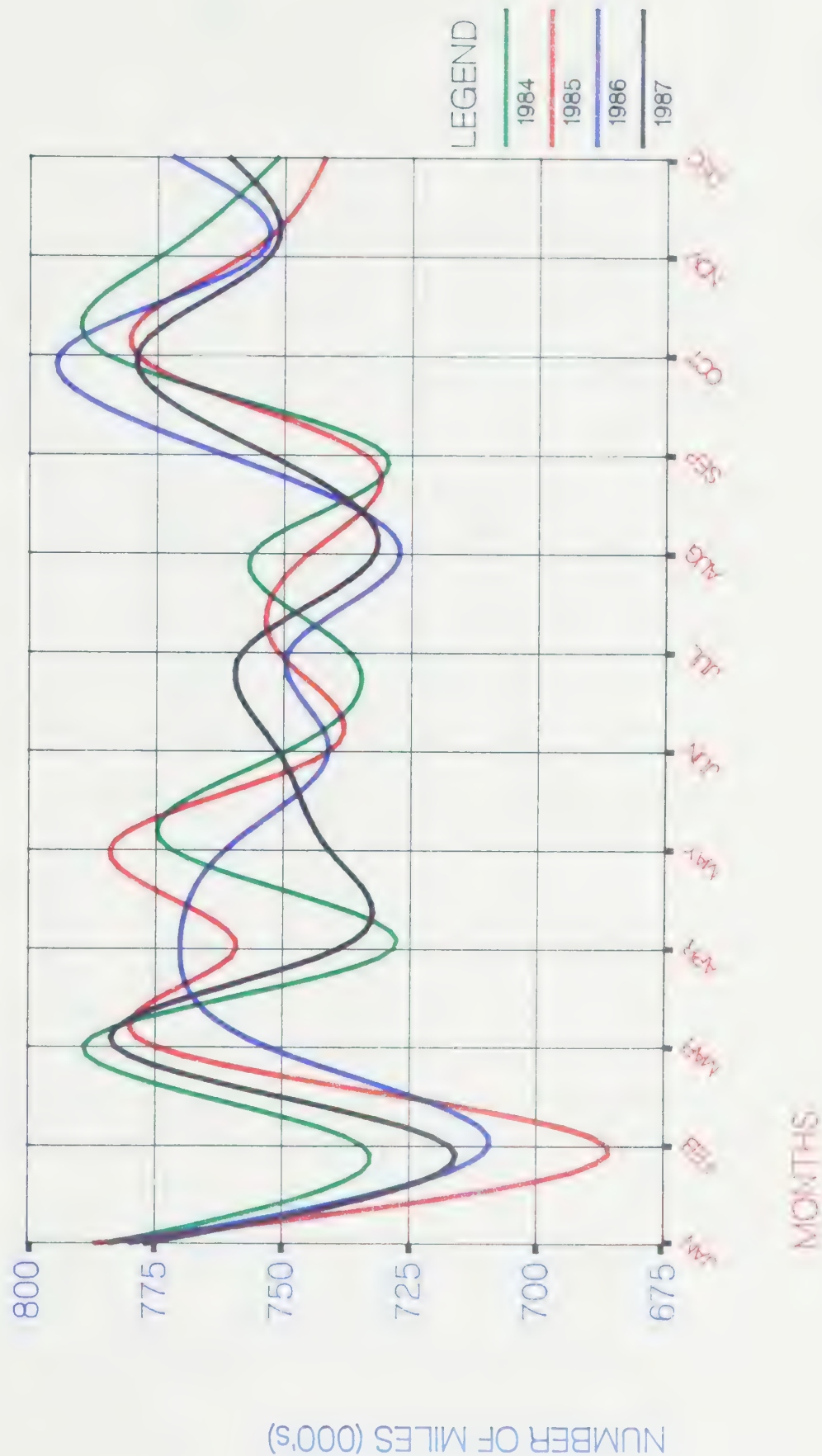
## RIDERSHIP TREND





# HAMILTON STREET RAILWAY COMPANY

TOTAL MILES OPERATED







DEPARTMENT:TRANSPORTATION  
PROGRAM :H.S.R.  
ACTIVITY :PROGRAM COST SUMMARY

DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	INC/DEC TO 1987 BUDGET
OPERATING EXPENDITURES						
ADMINISTRATION	5,330,827	5,201,490	5,489,400	118,300	5,607,700	5.19%
MAINTENANCE	13,435,300	13,474,323	13,791,400	156,900	13,948,300	3.82%
OPERATIONS	21,047,746	20,784,028	21,770,200	140,400	21,910,600	4.10%
MARKETING & CUST.SERVICES	1,265,370	1,183,066	1,314,900	30,000	1,344,900	6.29%
EXECUTIVE SERVICES	155,960	159,733	155,600	10,000	165,600	6.18%
TOTAL OPERATING EXPENDITURES	41,235,203	40,802,640	42,521,500	455,600	42,977,100	4.22%
OPERATING REVENUES						
FAREBOX	20,029,678	19,961,078	21,266,000	0	21,266,000	6.17%
ADVERTISING, ETC.	785,750	696,527	685,800	0	685,800	-12.72%
PROVINCIAL SUBSIDY	8,229,868	8,171,641	8,542,200	0	8,542,200	3.80%
FARE STABILIZATION	3,488,000	3,234,000	3,598,000	0	3,598,000	3.15%
GENERAL SUPPORT GRANT	550,000	550,000	575,000	0	575,000	4.55%
TOTAL OPERATING REVENUES	33,083,296	32,613,246	34,667,000	0	34,667,000	4.79%
NET OPERATING EXPENDITURES	8,151,907	8,189,394	7,854,500	455,600	8,310,100	1.94%
CAPITAL EXPENDITURES	1,519,000	1,504,531	1,931,000	0	1,931,000	27.12%
NET DEFICIT	9,670,907	9,693,925	9,785,500	455,600	10,241,100	5.90%
AREA MUNICIPALITY LEVIES						
ANCASTER	40,876	46,680	42,700	106,200	148,900	264.27%
DUNDAS	185,956	195,623	194,300	38,300	232,600	25.08%
STONE CREEK	563,411	570,959	579,300	0	579,300	2.82%
TOTAL AREA MUNICIPALITY LEVIES	790,243	813,262	816,300	144,500	960,800	21.58%
TO BE MET FROM TRANSIT LEVY	8,880,664	8,880,663	8,969,200	311,100	9,280,300	4.50%
EXTRAORDINARY ITEMS						
SNOW REMOVAL CITY OF HAMILTON				160,000	118,400	1.33%
MAINTENANCE - BUILDING SAFETY REQUIREMENTS				260,000	193,043	2.17%
MANAGEMENT STUDY				75,000	37,500	0.42%
TOTAL HAMILTON LEVY				495,000	9,629,243	8.43%



DEPARTMENT:TRANSPORTATION  
 PROGRAM :H.S.R.  
 ACTIVITY :PROGRAM COST SUMMARY

DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	INC/DEC TO 1987 BUDGET
AREA MUNICIPALITY LEVIES						
ANCASTER	40,876	46,680	148,900	1,700	150,600	268.43%
DUNDAS	185,956	195,623	232,600	4,600	237,200	27.56%
STONE CREEK	563,411	570,959	579,300	18,200	597,500	6.05%
=====						
TOTAL AREA MUNICIPALITIES LEVY	790,243	813,262	960,800	24,500	985,300	24.68%
=====						

STATISTICS

* REVENUE/COST RATIO	58.94%	58.55%		59.45%	0.51%
TOTAL RIDERSHIP	29,444,432	29,006,559		29,023,000	-1.43%
TOTAL MILES	8,975,534	9,022,829		9,139,210	1.82%

\* (FAREBOX,ADVERTISING & FARE STABILIZATION REVENUES) / (TOTAL OPERATING EXPENDITURES)





THE HAMILTON STREET RAILWAY COMPANY

BUDGET PROGRAMS



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH  
1988 CURRENT BUDGET

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DEPARTMENT: TRANSPORTATION/H.S.R.  
ACTIVITY: ADMINISTRATION

STATEMENT OF PURPOSE:

To provide personnel and resource management for the Transportation section and overall direction of:

- the maintenance and development of effective accounting and financial control systems
- the provision of relevant Financial information to management and committee
- recommendations to management and committee on financial matters
- current and capital budget development
- computer, data and word processing systems development and operations
- purchasing and support systems
- insurance policies and administration
- Cash Management development in regards to cash handling and ticket processing

OBJECTIVES:

To increase emphasis on departmental priority planning.

To ensure appropriate resource deployment.

To review documentation of financial policies and modification, where necessary and approved.

To increase additional resource information for management reporting needs for the present and future.





DEPARTMENT:TRANSPORTATION  
PROGRAM :H.S.R.  
ACTIVITY :ADMINISTRATION SUMMARY

ACC	DESCRIPTION						INC/DEC
		1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	TO 1987 BUDGET
101	ADMINISTRATION	1,995,880	1,856,398	2,004,700	0	2,004,700	0.44%
102	PAYROLL	213,692	253,506	231,300	50,000	281,300	31.64%
103	CASH MANAGEMENT	429,730	408,794	359,000	0	359,000	-16.46%
104	SYSTEMS	622,000	512,583	695,300	0	695,300	11.78%
105	PURCHASING	170,255	173,413	135,300	0	135,300	-20.53%
106	SAFETY SERVICE AND ADJUST	154,655	128,701	169,100	0	169,100	9.34%
108	HUMAN RESOURCES	580,687	628,422	631,800	0	631,800	8.80%
109	MATERIALS MANAGEMENT	427,533	438,681	432,600	(16,600)	416,000	-2.70%
110	ACCOUNTING	288,040	323,226	310,900	0	310,900	7.94%
111	FARE ADMINISTRATION	448,355	477,766	519,400	84,900	604,300	34.78%
TOTAL ADMINISTRATION		5,330,827	5,201,490	5,489,400	118,300	5,607,700	5.19%

## CHANGES:

		BUDGET IMPACT	ANNUALIZED IMPACT
102	PAYROLL- THE REGIONAL CHARGEBACK HAS BEEN INCREASED TO ACCOMMODATE THE INCREASED COSTS OF PAYROLL INTEGRATION	50,000	50,000
109	MATERIALS MANAGEMENT- THE ADDITION OF ONE STOCKKEEPER AT WENTWORTH GARAGE (TSC 10-87 ITEM #9) OFFSET BY REDUCTION OF ONE MANAGER TO REFLECT AMALGAMATION OF TWO SEPARATE WORK GROUPS INTO ONE.	(16,600)	(16,600)
111	FARE ADMINISTRATION		
	- COST ASSOCIATED WITH THE HIRING OF THREE TICKET CLERKS TO STAFF THE NEW DOWNTOWN TICKET OFFICE FROM JUNE TO DEC. (TSC 14-87 ITEM #4)	60,900	120,900
	- LEASE AND UTILITY COSTS.	40,000	40,000
	- COST ASSOCIATED WITH THE INTRODUCTION OF STUDENT SWIPE PASSES EFF. SEPTEMBER 1988. VOLUME DISCOUNTS WILL BE RECOGNIZED UPON COMPLETION OF PROGRAM IN 1989.	6,000	24,000
	- REDUCTION IN TICKET EXPENSE DUE TO REDUCED TICKET SALES.	(22,000)	(22,000)
NOTES:		84,900	162,900

102 SALARIES HAVE INCREASED IN 1988 DUE TO INCREASED OVERTIME  
AND TEMPORARY HELP.

103 THE SAVINGS ARE A RESULT OF THE EXTENSION OF THE BRINKS  
CONTRACT AS APPROVED BY COMMITTEE AND COUNCIL.

105 SALARIES AND BENEFITS WERE REDUCED TO REFLECT DECREASED OVERTIME  
AND RE-ALIGNMENT OF ONE (1) POSITION.

106 REDUCTION IN "LOSS OF USE RECOVERIES" DUE TO DECLINING NUMBERS  
AND SEVERITY OF OCCURANCES.

111 THE STAFFING COST OF THE DOWNTOWN TICKET OFFICE MAY BE REDUCED IN  
1990 WHEN WE MOVE INTO THE NEW BUILDING.



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH  
1988 CURRENT BUDGET

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DEPARTMENT: TRANSPORTATION/H.S.R.  
ACTIVITY: MAINTENANCE

STATEMENT OF PURPOSE:

To provide the Hamilton Street Railway with maintenance and repair services for vehicles, building, grounds, utility systems, transit shelters, bus stops and loops and operation of utility systems and inventory stores through the efficient use of human and material resources.

OBJECTIVES:

- To improve fleet reliability.
- To provide more efficient road call service.
- To improve preventative maintenance procedures and schedules.
- To improve bus cleaning levels and procedures.
- To establish performance indicators.





DEPARTMENT:TRANSPORTATION  
PROGRAM :H.S.R.  
ACTIVITY :MAINTENANCE-SUMMARY

ACC	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	INC/DEC TO 1987 BUDGET
1000	SALARIES,WAGES & BENEFITS	6,636,980	6,325,223	6,839,200	87,400	6,926,600	4.36%
1500	ADMINISTRATIVE EXPENSES	265,120	262,234	253,100	0	253,100	-4.53%
2000	VEHICLE EXPENSES	6,221,300	6,213,117	6,331,700	0	6,331,700	1.77%
2700	GARAGE EXPENSES	227,800	358,254	226,000	0	226,000	-0.79%
2600	UTILITIES	464,000	474,694	488,500	0	488,500	5.28%
3700	BUILDING AND PLANT EXPENSES	775,600	937,167	858,500	69,500	928,000	19.65%
3400	REVENUE AND RECOVERY	(1,205,500)	(1,235,024)	(1,250,600)	0	(1,250,600)	3.74%
3300	DEMONSTRATION PROJECT	50,000	138,658	45,000	0	45,000	-10.00%
TOTAL MAINTENANCE		13,435,300	13,474,323	13,791,400	156,900	13,948,300	3.82%

## CHANGES:

		BUDGET IMPACT	ANNUALIZED IMPACT
1000	BENEFITS- COST ASSOCIATED WITH THE ADDITION OF 1 FOREMAN AND 1 MECHANIC TO COVER WEEKENDS AT THE WENTWORTH GARAGE.	14,000	14,000
	SALARIES- 1 ADDITIONAL FOREMAN FOR WEEKENDS AT WENT. GARAGE	39,700	39,700
	WAGES - 1 ADDITIONAL MECHANIC FOR WEEKENDS AT WENT. GARAGE	33,700	33,700
	THE ABOVE WERE IDENTIFIED IN THE ANALYSIS PRESENTED TO COMMITTEE AND COUNCIL TSC 10-87 ITEM #9.	87,400	87,400
3700	REGULATED WASTE- COST ASSOCIATED WITH THE HANDLING OF WASTE ACCORDING TO NEW LEGISLATION.	24,500	24,500
	SECURITY SYSTEMS- ADDITIONAL SECURITY SERVICES TO COVER WENTWORTH ST. GARAGE ON WEEKENDS.	45,000	45,000
		69,500	69,500
		=====	=====
		156,900	156,900
		=====	=====



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH  
1988 CURRENT BUDGET

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DEPARTMENT: TRANSPORTATION/H.S.R.  
ACTIVITY: OPERATIONS

STATEMENT OF PURPOSE:

To transport people on buses and trolly coaches in a safe, efficient and orderly manner.

To ensure that the services are provided in accordance with the schedules and routes established by the System.

To administer the day-to-day tasks of transit services as it relates to drivers, route inspectors and supervisors.

OBJECTIVES:

To provide the best possible transit service using the most cost-efficient methods of allocating personnel and equipment.





DEPARTMENT: TRANSPORTATION  
PROGRAM : H.S.R.  
ACTIVITY : OPERATIONS-SUMMARY

ACC	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	INC/DEC TO 1987 BUDGET
501	ADMINISTRATION	2,302,100	2,306,469	2,402,700	46,700	2,449,400	6.40%
505	DIRECT DRIVING	18,745,646	18,477,559	19,367,500	93,700	19,461,200	3.82%
TOTAL OPERATIONS		21,047,746	20,784,028	21,770,200	140,400	21,910,600	4.10%

## CHANGES:

		BUDGET IMPACT	ANNUALIZED IMPACT
501	SALARIES- ADDITION OF 1 DISPATCHER FOR WEEKEND SERVICE FROM THE WENTWORTH ST. GARAGE AS APPROVED BY COUNCIL TSC 10-87 ITEM #9.	46,700	46,700
505	ANCASTER LOCAL- SERVICE EXPANSION EFFECTIVE APRIL 1, 1988 - TO BE RECOVERED THROUGH SPECIAL AGREEMENT LEVIES.	20,700	27,600
	ANCASTER SPINE- SERVICE EXPANSION EFFECTIVE APRIL 1, 1988 - TO BE RECOVERED THROUGH SPECIAL AGREEMENT LEVIES.	52,600	70,000
	DUNDAS LOCAL- SERVICE EXPANSION EFFECTIVE JAN. 1, 1988 - TO BE RECOVERED THROUGH SPECIAL AGREEMENT LEVIES.	20,400	20,400
		93,700	118,000
		140,400	164,700



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH  
1988 CURRENT BUDGET

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DEPARTMENT: TRANSPORTATION/H.S.R.  
ACTIVITY: MARKETING & CUSTOMER SERVICES

STATEMENT OF PURPOSE:

To undertake planning; to undertake research; to evaluate the effectiveness; to develop new service requirements and generally propose long and short term plans; to develop schedules and runs necessary to assure the best possible transit service through the most efficient use of present and future resources.

OBJECTIVES:

To obtain, summarize and utilize current data; to develop the long and short-term plans; to introduce new methodology and computerization of scheduling, run cutting, telephone information clerk aids and passenger information services; to update and stream line budget mileage procedures; to reduce average travel time.





## DEPARTMENT:TRANSPORTATION

PROGRAM :H.S.R.

## ACTIVITY :MARKETING &amp; CUSTOMER SERVICE-SUMMARY

ACC	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	INC/DEC TO 1987 BUDGET
701	ADMINISTRATION	178,475	206,090	202,300	30,000	232,300	30.16%
703	OPERATIONAL DESIGN	181,900	227,758	169,800	0	169,800	-6.65%
704	PLANNING	271,100	178,672	266,400	0	266,400	-1.73%
705	CUSTOMER SERVICES	633,895	570,547	676,400	0	676,400	6.71%
TOTAL MARKETING & SERVICE		1,265,370	1,183,066	1,314,900	30,000	1,344,900	6.29%

## CHANGE:

BUDGET IMPACT	ANNUALIZED IMPACT
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701	ADMINISTRATION-	TROLLEY COACH STUDY. ESTIMATED GROSS COST \$300,000 LESS 90% SUBSIDY OR \$270,000.	30,000	0
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## NOTES:

BROCHURES AND GRAPHICS COSTS INCREASED DUE TO INCREASED USE OF THE "TAKE ONE" NOTICES ON THE BUSES. THESE ARE USED FOR SPECIFIC ROUTE CHANGES AND TOPICS OF INTEREST (EG. TI-CAT SERVICE).

INCREASE IN MARKETING STUDIES DUE TO INCREASED LEVELS OF CUSTOMER INPUT TO DETERMINE LEVELS OF SERVICE.



DEPARTMENT:TRANSPORTATION  
PROGRAM :H.S.R.  
ACTIVITY :EXECUTIVE SERVICES-SUMMARY

ACC	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	INC/DEC TO 1987 BUDGET
801	ADMINISTRATION	155,960	159,733	155,600	10,000	165,600	6.18%
	TOTAL EXECUTIVE SERVICES	155,960	159,733	155,600	10,000	165,600	6.18%

## CHANGES:

		BUDGET IMPACT	ANNUALIZED IMPACT
801	ADMINISTRATION- HOST FOR THE CANADIAN URBAN TRANSIT ASSOCIATION ANNUAL CONVENTION.	10,000	0



DEPARTMENT:TRANSPORTATION  
PROGRAM :H.S.R.  
ACTIVITY :REVENUES

ACC	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	INC/DEC TO 1987 BUDGET
5023	CASH FARES	8,355,940	9,531,830	9,669,000	0	9,669,000	15.71%
5024	TICKET FARES	4,718,613	3,696,284	4,163,000	0	4,163,000	-11.77%
5025	PASS FARES	6,955,125	6,732,964	7,434,000	0	7,434,000	6.89%
5026	ADVERTISING	375,000	286,963	350,000	0	350,000	-6.67%
5027	ADVERTISING-SHELTERS	333,750	334,810	290,000	0	290,000	-13.11%
5030	STUDENT I.D.	7,000	11,397	10,500	0	10,500	50.00%
5032	SPECIAL EVENT ROUTES	30,000	14,149	20,000	0	20,000	-33.33%
5072	INTEREST REVENUE	15,000	13,982	15,000	0	15,000	0.00%
5049	PROVINCIAL SUBSIDY	8,071,510	8,053,796	8,419,200	0	8,419,200	4.31%
5050	T.A.T.O.A. SUBSIDY	158,358	117,845	123,000	0	123,000	-22.33%
5007	ANCASTER LEVY	40,876	46,680	42,700	106,200	148,900	264.27%
5008	DUNDAS LEVY	185,956	195,623	194,300	38,300	232,600	25.08%
5009	STONE CREEK LEVY	563,411	570,959	579,300	0	579,300	2.82%
5053	GENERAL SUPPORT GRANT	550,000	550,000	575,000	0	575,000	4.55%
5075	HAMILTON LEVY	8,880,663	8,880,663	9,280,300	0	9,280,300	4.50%
5080	MISC.REVENUES	25,000	35,226	300	0	300	-98.80%
5081	FARE STABILIZATION	3,488,000	3,234,000	3,598,000	0	3,598,000	3.15%
TOTAL REVENUES		42,754,202	42,307,171	44,763,600	144,500	44,908,100	5.04%

CHANGES:

			BUDGET IMPACT	ANNUALIZED IMPACT
5007	ANCASTER LEVY-	INCREASE IN LEVEL OF SERVICE.ADDITION OF TWO ROUTES, ANCASTER LOCAL AND ANCASTER SPINE EFFECTIVE APRIL 1.	106,200	141,600
5008	DUNDAS LEVY-	INCREASE IN LEVEL OF SERVICE ON DUNDAS LOCAL ROUTE.	38,300	38,300
			144,500	179,900





DEPARTMENT:TRANSPORTATION  
PROGRAM :H.S.R.  
ACTIVITY :CAPITAL

ACC	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	INC/DEC TO 1987 BUDGET
4006	CONTRIBUTION TO CAPITAL	207,000	207,000	226,000	0	226,000	9.18%
4657	DEBT CHARGES	1,312,000	1,297,531	1,705,000	0	1,705,000	29.95%
TOTAL CAPITAL EXPENDITURE		1,519,000	1,504,531	1,931,000	0	1,931,000	27.12%



THE HAMILTON STREET RAILWAY COMPANY  
ROUTE ANALYSIS





THE HAMILTON STREET RAILWAY COMPANY  
1988/1987 Mileage Budget Comparison

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Routes	1987 Budget	1988 Budget	% Change Inc/(Dec)
Aberdeen	156,002	164,273	5.3
Ancaster Local	---	19,845	n/a
Ancaster Spine	---	51,030	n/a
Barton	878,274	842,204	(4.1)
Bayfront	392,208	257,023	(34.5)
Bayfront/Nash	---	149,760	n/a
Burlington	191,526	190,145	(0.7)
Cannon	228,770	223,598	(2.3)
College	54,364	126,899	133.4
Confederation Park	8,404	11,538	37.3
Delaware	1,359,993	1,361,393	0.1
Dundas Local	18,975	34,101	79.7
Fennell	554,857	494,505	(10.9)
Garth	191,806	100,489	(47.6)
King	799,482	732,591	(8.4)
Beeline	174,064	221,628	27.3
Limeridge Heritage	149,841	140,907	(6.0)
Locke	105,702	101,338	(4.1)
Mohawk	269,087	281,530	4.6
Nash	156,616	104,635	(33.2)
Ottawa	---	28,378	n/a
Parkdale	330,655	389,460	17.8
Rock Gardens	2,268	3,456	52.4
Sanatorium Ancaster	256,594	251,598	(1.9)
Sherman	---	4,704	n/a
Sherman Ottawa	17,237	38,701	124.5
Stoney Creek Central	129,982	192,277	47.9
Stoney Creek Local	61,382	61,068	(0.5)
University Ancaster	146,144	150,659	3.1
Upper Gage	354,277	360,956	1.9
Upper James	390,193	445,680	14.2
Upper Kenilworth	283,758	284,254	0.2
Upper Ottawa	307,187	312,974	1.9
Upper Paradise	180,457	198,791	10.2
Upper Sherman	273,466	282,835	3.4
Upper Wellington	185,471	203,347	9.6
Upper Wentworth	242,378	217,888	(10.1)
York	81,266	80,210	(1.3)
Special Events	42,847	22,542	(47.4)
System Total	8,975,533	9,139,210	1.8



## THE HAMILTON STREET RAILWAY

## ROUTE COSTS AND ALLOCATION OF DEFICIT

1988 BUDGET

SUBSIDY  
FACTOR= 0.187477

## CROSS

ROUTES	TOTAL SUBURBAN MILES	TOTAL REVENUE	ADMIN EXPENSE	TOTAL OFFER EXPENSE	MAINTENANCE EXPENSE	TOTAL EXPENSE	GROSS DEFICIT	PROVINCIAL SUBSIDY	NET DEFICIT	BUNDAS	STONE CREEK	HAMILTON REV. COST /MILE /MILE
ABERDEEN	164,273	282,126	163,057	451,595	251,334	865,986	-583,860	162,353	-421,508			421,508 1.72 5.27
AMCASTER LOCAL	19,845	21,944	19,698	36,510	30,362	86,571	-64,527	16,230	-48,397	48,397		0 1.11 4.36
AMCASTER SPINE	51,030	55,176	50,652	97,690	78,075	221,417	-1,66,241	41,511	-124,730	85,925		38,865 1.00 4.34
BARTON	842,204	3,474,325	835,971	2,203,161	1,208,553	4,407,685	-933,160	826,341	-107,019			107,019 4.13 5.23
BAYFRONT	257,023	445,935	255,121	649,771	393,239	1,298,131	-852,196	243,370	-608,826			608,826 1.74 5.05
BAYFRONT/NASH	149,760	259,834	148,652	757,019	229,129	734,800	-474,967	137,758	-337,208			337,208 1.74 4.91
BEELINE EXPRESS	221,628	340,849	219,988	405,589	339,086	964,663	-623,814	180,852	-42,961		137,318	305,643 1.54 4.35
BURLINGTON	170,145	213,850	198,738	433,304	290,718	912,760	-699,110	171,159	-404,971			404,971 1.12 4.80
CANNON	223,598	527,783	221,943	622,002	342,100	1,186,046	-638,263	222,357	-435,906			435,906 2.36 5.30
COLLEGE	126,899	67,309	125,760	283,219	174,153	603,332	-536,023	113,111	-422,912			422,912 0.53 4.75
CONFEDERATION PARK	11,538	9,362	11,453	23,364	17,653	52,470	-43,108	9,837	-33,271			33,271 0.81 4.55
DUNDAS/DEL/WH/WH S.C.	1,361,393	3,526,997	1,351,318	3,216,605	2,082,901	6,650,824	-3,123,927	1,246,078	-1,875,949		25,571	1,724,688 2.59 4.89
BUNDAS	91,391	27,284	33,849	77,941	52,174	163,964	-136,680	30,739	-105,941	126,690		0 0.80 4.81
FENWELL	494,505	1,000,778	490,845	1,008,314	756,592	2,255,741	-1,254,963	422,900	-832,063	105,941		832,063 2.02 4.56
GARTH	100,489	395,684	99,745	240,150	153,746	493,841	-97,957	92,546	-5,411			5,411 3.94 4.91
KING	732,591	3,216,522	777,169	1,784,161	1,120,848	3,812,178	-615,657	718,446	102,770		-31,865	-70,925 4.39 5.23
LIMERIDGE/HERITAGE	140,907	209,241	139,864	366,259	215,585	721,708	-512,467	135,304	-377,164		0	377,163 1.48 5.12
LOCKE	101,338	258,376	100,588	376,512	155,045	532,145	-373,750	118,513	-255,237			255,237 2.55 6.24
MORAN	281,530	571,209	279,447	620,346	430,735	1,330,528	-759,319	249,444	-509,875			509,875 2.03 4.73
NASH	104,635	332,117	103,861	278,574	160,089	542,524	-210,407	101,711	-108,696			108,696 3.17 5.18
OTTAWA	28,378	9,721	28,168	79,622	43,418	151,708	-141,487	28,348	-113,139			113,139 0.34 5.33
PARDALE	339,460	478,467	386,578	875,345	575,685	1,837,738	-1,359,320	344,543	-1,014,777		143,863	876,514 1.23 4.72
ROCK GARDENS	3,456	2,218	3,430	8,144	5,288	16,862	-14,644	3,161	-11,483			11,483 0.64 4.88
SANATORIUM/AMCASTER	251,598	368,786	249,736	538,402	384,939	1,173,077	-804,292	219,925	-584,366	7,135		579,231 1.47 4.66
SHERMAN	4,704	5,643	4,689	13,084	7,197	24,950	-19,307	4,678	-14,630			14,630 1.25 5.30
SHERMAN/OTTAWA	38,701	42,188	38,415	108,100	59,712	205,926	-163,738	38,607	-125,132			125,132 1.09 5.32
S.C. CENTRAL	192,277	168,772	190,854	436,163	294,180	921,197	-752,424	172,703	-579,121			466,607 0.88 4.79
S.C. LOCAL	61,068	129,733	60,516	159,059	93,473	313,107	-183,375	58,701	-124,674			0 2.12 5.13
UNIVERSITY/AMCASTER	150,659	330,479	149,544	369,740	230,505	749,789	-419,310	140,568	-278,742	7,460		278,742 2.19 4.98
UPPER GAGE	360,956	795,779	358,285	734,988	552,255	1,675,527	-879,748	405,667	-565,635			565,635 2.29 4.84
UPPER JAMES	445,680	1,004,520	442,382	1,039,556	681,881	2,163,818	-1,159,299	314,123	-53,632			53,632 2.25 4.86
UPPER KENT/NORTH	284,254	578,676	282,150	603,338	434,902	1,320,391	-741,715	247,543	-494,171			494,171 2.04 4.65
UPPER OTTAWA	312,974	666,565	310,658	668,382	478,843	1,457,883	-771,318	273,320	-517,998			517,998 2.13 4.66
UPPER PARADISE	198,791	300,370	197,320	443,373	304,146	944,839	-644,519	177,136	-467,383			467,383 1.51 4.75
UPPER SHERMAN	282,835	574,478	280,742	641,603	432,731	1,355,076	-730,649	254,046	-526,602			526,602 2.03 4.79
UPPER WELLINGTON	203,347	432,335	201,942	565,050	311,116	1,078,009	-645,573	202,102	-443,571			443,571 2.13 5.30
UPPER WENTWORTH	217,888	614,155	216,276	505,639	333,364	1,055,278	-441,124	197,841	-243,283			243,283 2.82 4.84
YORK	80,210	212,298	79,616	303,775	122,770	506,040	-293,762	94,875	-198,886			198,886 2.65 6.31
GRAND TOTAL	9,116,668	21,951,850	9,049,200	21,970,600	13,998,300	44,708,100	-22,956,300	8,419,249	-14,414,071	148,918	52,174	13,435,149 3.41 4.93

REGIONAL SUPPORT GRANT  
FAIR SHARE  
CITY OF HAMILTON

5.5% 1988





THE HAMILTON STREET RAILWAY  
ROUTE COSTS AND ALLOCATION OF DEFICIT  
1987 BUDGET

SUBSIDY  
FACTOR= 0.188789

ROUTES	TOTAL SUBURBAN MILES	TOTAL REVENUE	ADMIN EXPENSE	TOTAL OPER EXPENSE	MAINTENANCE EXPENSE	TOTAL EXPENSE	GROSS		PROVINCIAL SUBSIDY	NET DEFICIT	BUNDAS	STONEY CREEK	HAMILTON REV COST /MILE /MILE
							DEFICIT	BOUNDARY SUBSIDY					
ARDEEN	156,002	267,217	143,331	414,648	235,754	793,733	-526,516	149,848	-376,668				376,668 1.71 5.09
BARTON	878,274	3,292,822	806,939	2,297,394	1,327,270	4,431,803	-1,138,981	836,674	-302,307				302,307 3.75 5.05
BAYFRONT	392,208	692,371	360,332	961,643	592,715	1,914,709	-1,222,338	361,475	-860,863				860,863 1.77 4.88
BEELINE EXPRESS	174,064	196,449	159,926	300,561	263,050	723,537	-327,088	136,596	-390,493				390,493 1.13 4.16
BURLINGTON	191,526	206,723	175,970	427,645	289,437	893,053	-686,330	158,358	-359,374				359,374 1.08 4.66
CANNON	228,770	494,638	210,189	607,572	345,723	1,163,484	-668,846	219,653	-449,194				449,194 2.16 5.09
COLLIER	54,364	67,819	49,948	138,527	82,156	271,032	-203,213	51,168	-152,045				152,045 1.25 4.99
CONFEDERATION PARK	8,404	8,878	7,721	19,416	12,700	39,837	-30,959	7,521	-23,438				23,438 1.06 4.74
DUMFRIES/WH/PM	1,359,993	3,444,549	1,249,532	3,058,017	2,055,253	6,362,804	-2,918,253	1,201,225	-1,717,029				1,564,669 2.53 4.68
S.C.	19,235												
BUNDAS	101,899												
BUNDAS LOCAL	18,975	13,409	17,434	41,043	28,675	87,172	-73,763	16,457	-57,306	120,650	24,310		
FENWELL	554,857	952,751	509,790	1,098,943	838,514	2,447,247	-1,494,496	462,013	-1,032,484	57,306			0 0.71 4.59
GARTH	191,806	377,446	176,227	471,682	289,862	937,771	-560,323	177,041	-383,285				1,032,484 1.72 4.41
KING	799,482	3,071,431	734,547	2,106,053	1,208,197	4,048,796	-977,366	764,367	-212,999				383,285 1.97 4.89
LIMERIDGE/HERITAGE	149,842	176,780	137,672	343,240	226,445	707,357	-330,576	133,941	-397,036	8,198			204,800 3.84 5.04
LODGE	105,702	245,960	97,117	350,985	159,740	607,841	-341,881	114,753	-247,128	62,284			334,752 1.18 4.72
MOWAT	289,087	539,070	247,231	580,904	406,651	1,234,786	-695,716	233,114	-462,602				247,128 2.33 5.75
MASH	156,616	315,128	143,895	404,828	236,682	785,505	-470,378	148,295	-322,083				462,602 2.00 4.59
PARKDALE	330,653	448,171	303,799	745,140	499,694	1,548,633	-1,160,462	292,344	-808,098				322,083 2.01 5.02
ROCK GARDENS	2,268	2,063	2,084	5,789	3,427	10,800	-8,737	2,039	-6,698	73,337			734,760 1.36 4.68
SANATORIUM/WCASTLE	256,594	394,585	235,753	544,833	387,771	1,168,357	-773,772	220,573	-553,200	26,182			6,698 0.91 4.76
SHERMAN/OTTAWA	17,237	15,316	15,837	47,292	26,049	89,178	-73,861	16,836	-57,026				527,018 1.54 4.53
S.C. CENTRAL	129,982	136,989	119,425	265,355	196,432	581,211	-444,222	109,726	-334,496				57,026 0.89 5.17
S.C. LOCAL	61,382	125,371	56,396	149,756	92,762	298,914	-173,544	56,432	-117,112				56,327 1.05 4.47
UNIVERSITY/WCASTLE	146,144	436,421	134,274	348,941	220,854	704,072	-267,650	132,921	-134,730				0 2.04 4.87
UPPER GAGE	354,277	758,303	325,502	753,138	535,392	1,616,032	-857,729	305,089	-552,641	14,494			120,036 2.99 4.82
UPPER JAMES	390,193	927,332	358,501	894,490	589,649	1,842,660	-885,329	347,873	-537,455				552,641 2.14 4.56
UPPER KENTWORTH	283,758	547,948	260,711	590,422	428,822	1,279,955	-732,007	241,641	-490,366				537,455 2.45 4.72
UPPER OTTAWA	307,187	631,856	282,237	653,422	444,229	1,397,887	-768,032	264,283	-503,749				490,366 1.93 4.51
UPPER PARADISE	180,457	285,724	145,800	418,117	272,711	856,628	-570,905	161,722	-409,183				503,749 2.06 4.54
UPPER SHERMAN	273,466	545,086	251,255	642,730	413,269	1,307,253	-762,167	246,795	-515,372				409,183 1.58 4.75
UPPER WELLINGTON	185,471	414,201	170,407	505,894	280,288	956,589	-547,388	180,593	-361,795				515,372 1.99 4.78
UPPER WENTWORTH	242,378	551,232	222,692	563,983	366,288	1,152,963	-601,731	217,666	-384,064				361,795 2.23 5.16
YORK	81,266	201,391	74,665	293,125	122,811	490,601	-289,210	92,620	-196,590				384,064 2.27 4.76
													196,590 2.48 6.04

GRAND TOTAL	8,932,687	20,815,429	8,207,157	21,047,746	13,499,300	42,754,203	-21,938,774	158,358	8,071,510	-13,708,906	40,876	185,956	563,411	12,918,663	2.33 4.79
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REGIONAL SUPPORT GRANT  
FASE STABILIZATION  
CITY OF HAMILTON

550,000  
3,488,000  
8,880,663



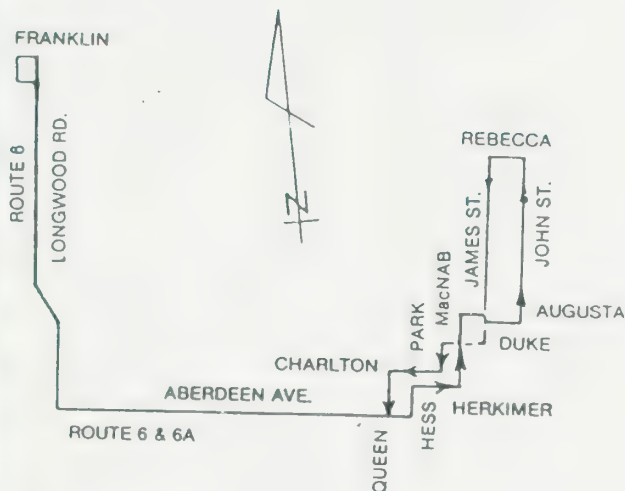


THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 6-6A  
NAME ABERDEEN  
LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	443,945	438,979
Live Miles	146,330	155,698
Deadhead Miles	<u>9,672</u>	<u>8,575</u>
Total Route Miles	<u>156,002</u>	<u>164,273</u>
Direct Driving Hours	15,840	16,913
Total Revenue Farebox	257,130	273,310
Other Revenue	<u>10,087</u>	<u>8,816</u>
Total Revenue	<u>267,217</u>	<u>282,126</u>
Revenue/Mile	1.71	1.72
Subsidies	526,516	583,860
Direct Driving Cost	231,139	256,062
Other Op'g Cost	<u>562,594</u>	<u>609,924</u>
Total Route Cost	<u>793,733</u>	<u>865,986</u>
Cost/Mile	5.08	5.27
Passenger Revenue per Cost Ratio	.34	.33

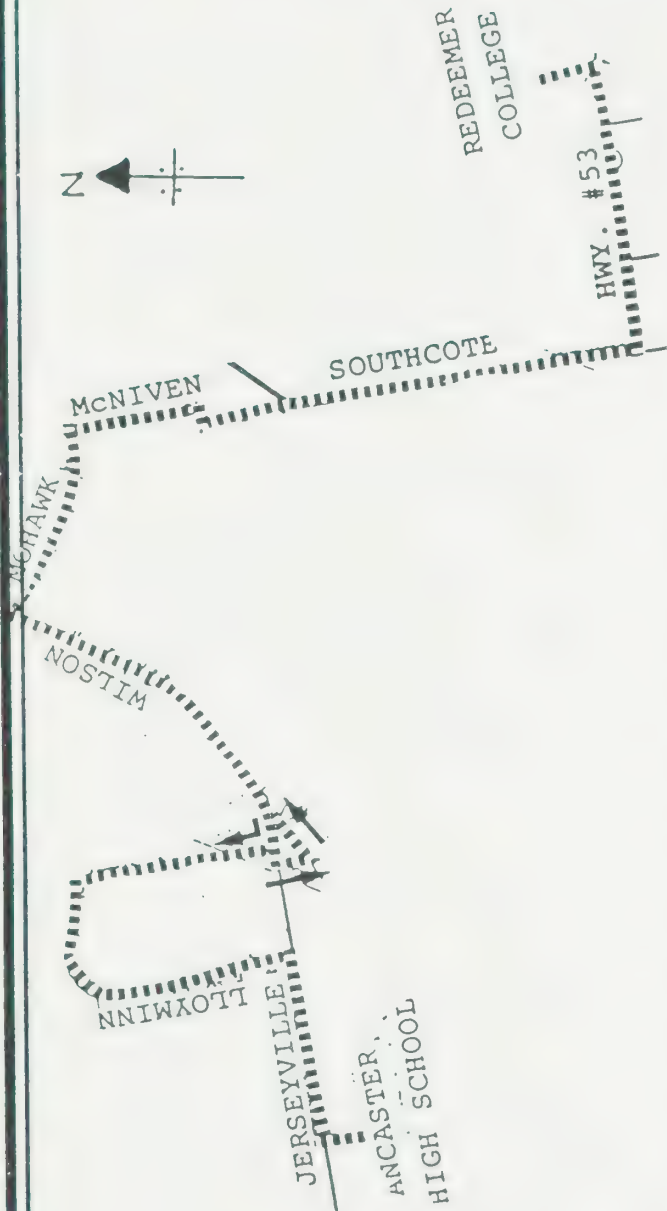


# THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 17  
NAME ANCASTER LOCAL  
LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried		30,675
Live Miles		18,654
Deadhead Miles	NOT	<u>1,191</u>
Total Route Miles		<u>19,845</u>
Direct Driving Hours		1,367
Total Revenue Farebox	IN	21,258
Other Revenue		<u>686</u>
Total Revenue		<u>21,944</u>
Revenue/Mile		1.11
Subsidies	SERVICE	64,626
Direct Driving Cost		20,702
Other Op'g Cost		<u>65,868</u>
Total Route Cost		<u>86,570</u>
Cost/Mile		4.36
Passenger Revenue per Cost Ratio		.25





## THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 16

NAME ANCASTER SPINE

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried		77,050
Live Miles		47,968
Deadhead Miles	NOT	<u>3,062</u>
Total Route Miles		<u>51,030</u>
Direct Driving Hours		3,471
Total Revenue Farebox	IN	53,452
Other Revenue		<u>1,724</u>
Total Revenue		<u>55,176</u>
Revenue/Mile		1.08
Subsidies	SERVICE	166,241
Direct Driving Cost		52,557
Other Op'g Cost		<u>168,860</u>
Total Route Cost		<u>221,417</u>
Cost/Mile		4.34
Passenger Revenue per Cost Ratio		.25

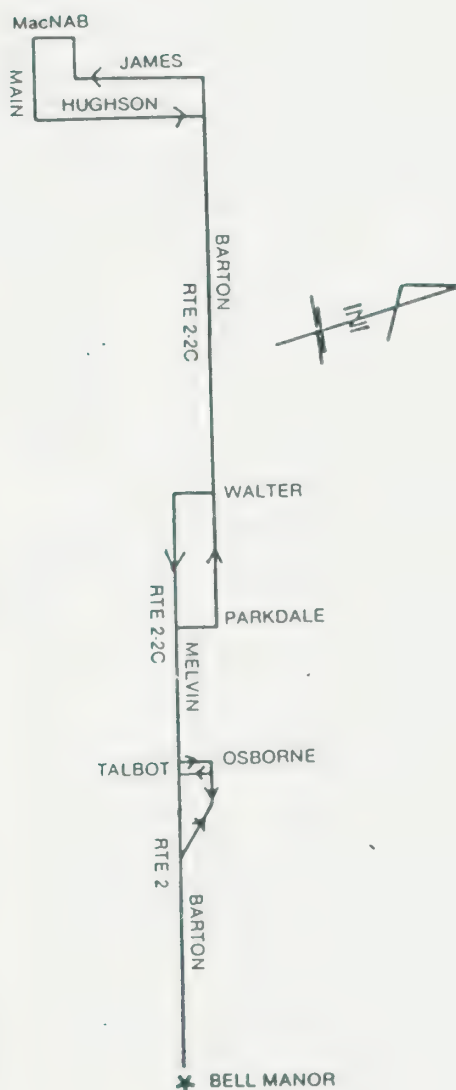


## THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 2-2C  
 NAME BARTON  
 LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passenger Carried	5,356,505	5,010,138
Live Miles	850,170	816,348
Deadhead Miles	<u>28,105</u>	<u>25,856</u>
Total Route Miles	<u>878,275</u>	<u>842,204</u>
Direct Driving Hours	87,768	85,508
Total Revenue Farebox	3,168,523	3,365,760
Other Revenue	<u>124,299</u>	<u>108,565</u>
Total Revenue	<u>3,292,822</u>	<u>3,474,325</u>
Revenue/Mile	3.74	4.13
Subsidies	1,138,981	933,359
Direct Driving Cost	1,280,759	1,294,591
Other Op'g Cost	<u>3,151,044</u>	<u>3,113,093</u>
Total Route Cost	<u>4,431,803</u>	<u>4,407,684</u>
Cost/Mile	5.05	5.23
Passenger Revenue per Cost Ratio	.74	.79

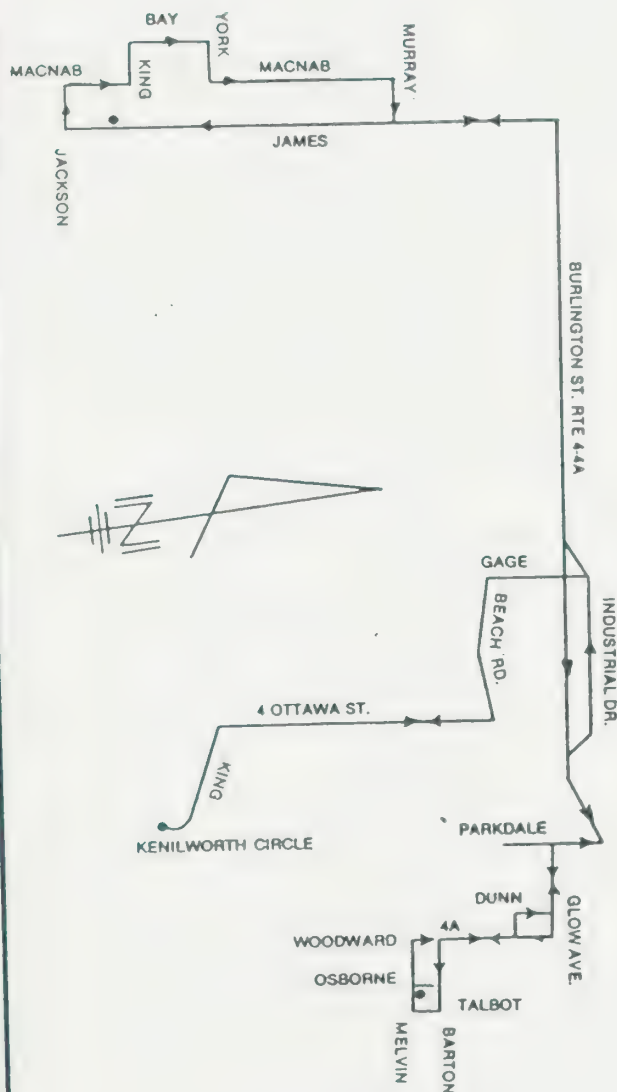


# THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 4  
NAME BAYFRONT  
LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passenger Carried	1,214,281	706,368
Live Miles	368,676	242,193
Deadhead Miles	23,532	14,830
Total Route Miles	392,208	257,023
Direct Driving Hours	36,734	24,335
Total Revenue Farebox	666,235	432,001
Other Revenue	26,136	13,934
Total Revenue	692,371	445,935
Revenue/Mile	1.77	1.74
Subsidies	1,222,338	852,196
Direct Driving Cost	536,053	368,431
Other Op'g Cost	1,378,656	929,700
Total Route Cost	1,914,709	1,298,131
Cost/Mile	4.88	5.05
Passenger Revenue per Cost Ratio	.36	.34





THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 4  
NAME BAYFRONT/NASH  
LEVEL OF SERVICE

		Budget 1987	Budget 1988
	Estimated Passengers Carried		416,738
MAP NOT	Live Miles		140,774
	Deadhead Miles	NOT	<u>8,986</u>
AVAILABLE	Total Route Miles		<u>149,760</u> =====
	Direct Driving Hours		13,371
	Total Revenue Farebox	IN	251,715
	Other Revenue		<u>8,119</u>
	Total Revenue		<u>259,834</u> =====
	Revenue/Mile		1.74
STARTS SEPTEMBER	Subsidies	SERVICE	474,966
	Direct Driving Cost		202,436
	Other Op'g Cost		<u>532,364</u>
	Total Route Cost		<u>734,800</u> =====
	Cost/Mile		4.91
	Passenger Revenue per Cost Ratio		.35



# THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

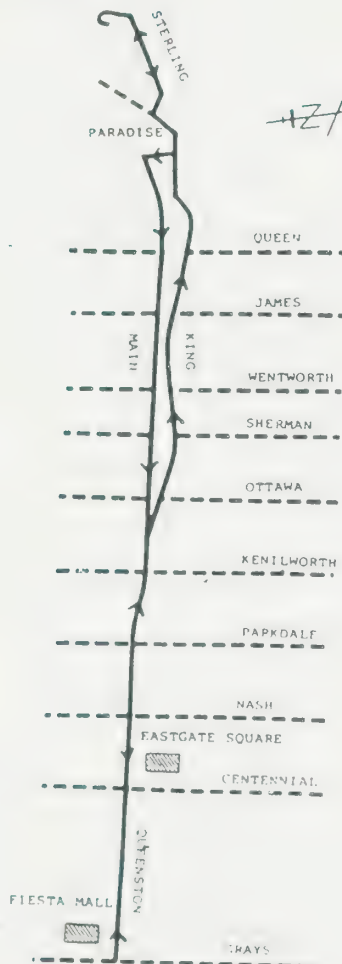
ROUTE #

NAME

BEELINE EXPRESS

LEVEL OF SERVICE

McMASTER  
UNIVERSITY LOOP



Estimated  
Passengers  
Carried

Budget  
1987

Budget  
1988

357,982

554,354

Live Miles

147,433

188,783

Deadhead Miles

26,631

32,845

Total Route Miles

174,064

221,628

Direct Driving Hours

11,481

15,190

Total

Revenue Farebox

189,033

330,198

Other Revenue

7,416

10,651

Total Revenue

196,449

340,849

Revenue/Mile

1.12

1.54

Subsidies

527,088

623,814

Direct Driving Cost

167,543

229,976

Other Op'g Cost

555,994

734,687

Total Route Cost

723,537

964,663

Cost/Mile

4.16

4.35

Passenger Revenue  
per Cost Ratio

.27

.35



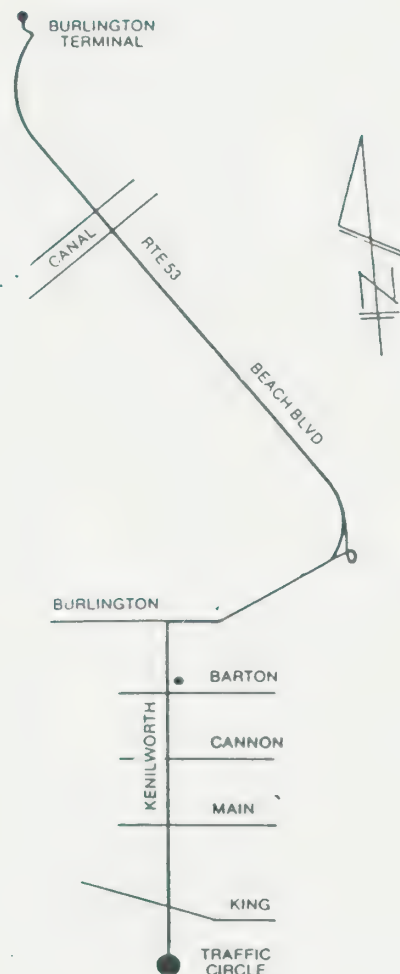


## THE HAMILTON STREET RAILWAY COMPANY

## 1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 4A  
 NAME BURLINGTON  
 LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	344,505	354,634
Live Miles	180,610	179,174
Deadhead Miles	<u>10,916</u>	<u>10,971</u>
Total Route Miles	<u>191,526</u>	<u>190,145</u>
Direct Driving Hours	16,336	16,228
Total Revenue Farebox	198,920	207,167
Other Revenue	<u>7,803</u>	<u>6,683</u>
Total Revenue	<u>206,723</u>	<u>213,850</u>
Revenue/Mile	1.08	1.12
Subsidies	686,330	699,110
Direct Driving Cost	238,384	245,691
Other Op'g Cost	<u>654,669</u>	<u>667,269</u>
Total Route Cost	<u>893,053</u>	<u>912,960</u>
Cost/Mile	4.66	4.80
Passenger Revenue per Cost Ratio	.23	.23

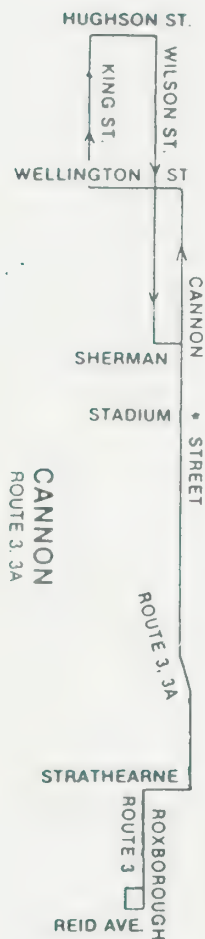


THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 3-3A  
NAME CANNON  
LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	807,628	795,968
Live Miles	223,280	216,957
Deadhead Miles	5,490	6,641
Total Route Miles	<u>228,770</u>	<u>223,598</u>
Direct Driving Hours	23,209	23,295
Total Revenue Farebox	475,966	511,291
Other Revenue	18,672	16,492
Total Revenue	<u>494,638</u>	<u>527,783</u>
Revenue/Mile	2.16	2.36
Subsidies	668,846	658,262
Direct Driving Cost	338,682	352,686
Other Op'g Cost	824,802	833,359
Total Route Cost	<u>1,163,484</u>	<u>1,186,045</u>
Cost/Mile	5.09	5.30
Passenger Revenue per Cost Ratio	.42	.45



THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE #

NAME

CONFEDERATION PARK

LEVEL OF SERVICE

		Budget 1986	Budget 1987
	Estimated Passengers Carried	20,305	18,985
	Live Miles	9,412	10,153
MAP NOT	Deadhead Miles	<u>1,008</u>	<u>1,385</u>
AVAILABLE	Total Route Miles	<u>8,404</u>	<u>11,538</u>
	Direct Driving Hours	741	875
	Total Revenue Farebox	8,543	9,069
	Other Revenue	335	<u>293</u>
	Total Revenue	<u>8,878</u>	<u>9,362</u>
	Revenue/Mile	1.06	.81
	Subsidies	30,959	43,108
	Direct Driving Cost	10,823	13,248
	Other Op'g Cost	<u>29,014</u>	<u>39,222</u>
	Total Route Cost	<u>39,837</u>	<u>52,470</u>
	Cost/Mile	4.74	4.55
	Passenger Revenue per Cost Ratio	.22	.18





THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

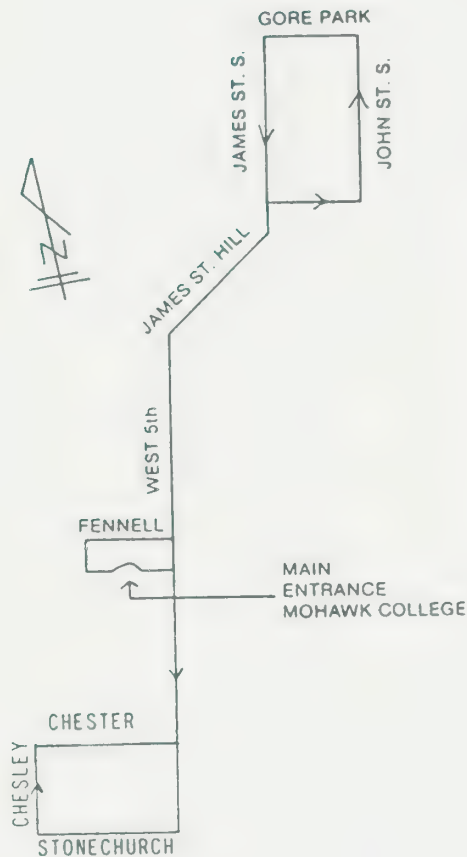
TRANSIT ROUTE INFORMATION

ROUTE #

NAME

COLLEGE

LEVEL OF SERVICE

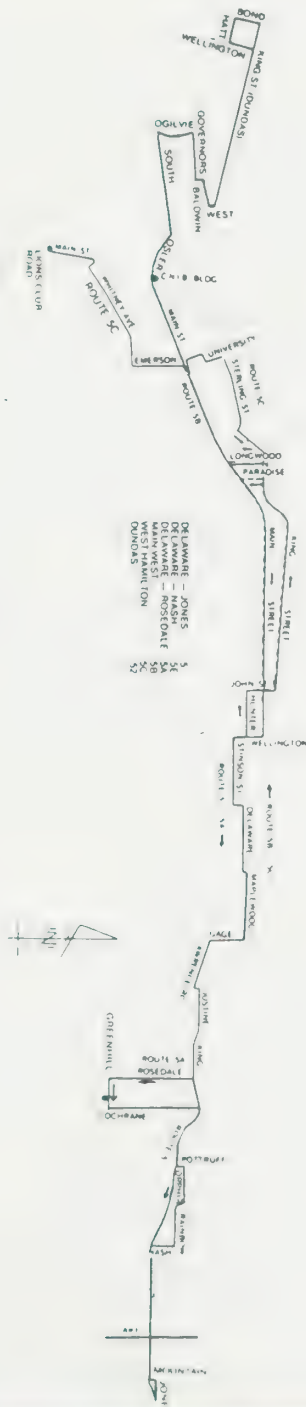


	Budget 1987	Budget 1988
Estimated Passengers Carried		120,291
Live Miles		105,440
Deadhead Miles	NOT	<u>21,459</u>
Total Route Miles		<u>126,899</u>
Direct Driving Hours		10,607
Total Revenue Farebox	IN	64,205
Other Revenue		<u>2,104</u>
Total Revenue		<u>67,309</u>
Revenue/Mile		.53
Subsidies	SERVICE	536,023
Direct Driving Cost		160,590
Other Op'g Cost		<u>442,742</u>
Total Route Cost		<u>603,332</u>
Cost/Mile		4.75
Passenger Revenue per Cost Ratio		.11



### TRANSIT ROUTE INFORMATION

### LEVEL OF SERVICE



	Budget <u>1987</u>	Budget <u>1988</u>
Estimated Passengers Carried	5,371,332	5,065,195
Live Miles	1,230,794	1,275,489
Deadhead Miles	<u>129,199</u>	<u>85,904</u>
Total Route Miles	<u>1,359,993</u> =====	<u>1,361,393</u> =====
Direct Driving Hours	116,817	120,467
Total Revenue Farebox	3,314,523	3,416,786
Other Revenue	<u>130,026</u>	<u>110,211</u>
Total Revenue	<u>3,444,549</u> =====	<u>3,526,997</u> =====
Revenue/Mile	2.53	2.59
Subsidies	2,918,255	3,123,827
Direct Driving Cost	1,704,645	1,823,870
Other Op'g Cost	<u>4,658,159</u>	<u>4,826,954</u>
Total Route Cost	<u>6,362,804</u> =====	<u>6,650,824</u> =====
Cost/Mile	4.68	4.89
Passenger Revenue per Cost Ratio	.54	.53



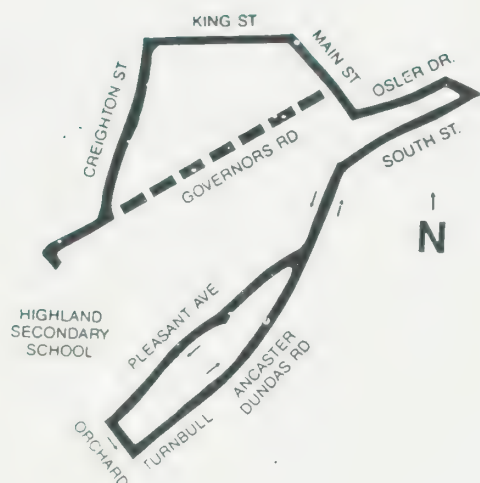


## THE HAMILTON STREET RAILWAY COMPANY

## 1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 52A  
 NAME DUNDAS LOCAL  
 LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	26,832	53,810
Live Miles	13,491	23,704
Deadhead Miles	<u>5,484</u>	<u>10,397</u>
Total Route Miles	18,975	34,101
Direct Driving Hours	1,568	2,919
Total Revenue Farebox	12,903	26,431
Other Revenue	<u>506</u>	<u>853</u>
Total Revenue	<u>13,409</u>	<u>27,284</u>
Revenue/Mile	.71	.80
Subsidies	73,763	136,680
Direct Driving Cost	22,890	44,194
Other Op'g Cost	<u>64,282</u>	<u>119,770</u>
Total Route Cost	<u>87,172</u>	<u>163,964</u>
Cost/Mile	4.59	4.81
Passenger Revenue per Cost Ratio	.15	.17



THE HAMILTON STREET RAILWAY COMPANY

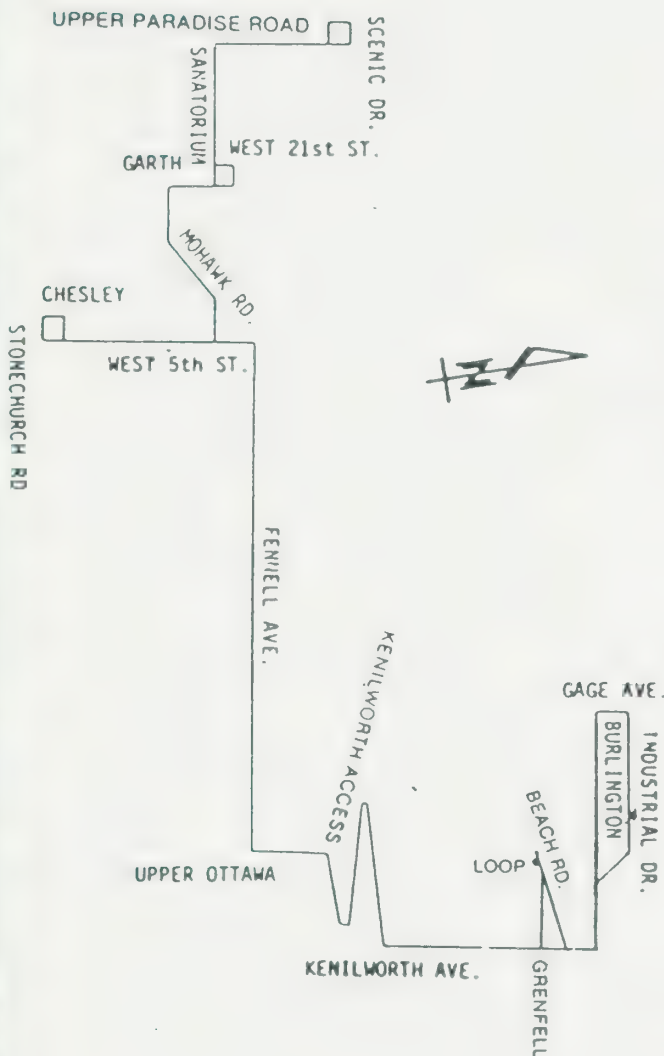
1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 31-31A-31B-31C-31D

NAME FENNELL

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	1,565,906	1,605,447
Live Miles	515,462	468,494
Deadhead Miles	<u>39,395</u>	<u>26,011</u>
Total Route Miles	<u>554,857</u>	<u>494,505</u>
Direct Driving Hours	41,979	37,763
Total Revenue Farebox	916,786	969,506
Other Revenue	<u>35,965</u>	<u>31,272</u>
Total Revenue	<u>952,751</u>	<u>1,000,778</u>
Revenue/Mile	1.72	2.02
Subsidies	1,494,496	1,254,963
Direct Driving Cost	612,589	571,731
Other Op'g Cost	<u>1,834,658</u>	<u>1,684,010</u>
Total Route Cost	<u>2,447,247</u>	<u>2,255,741</u>
Cost/Mile	4.41	4.56
Passenger Revenue per Cost Ratio	.39	.44

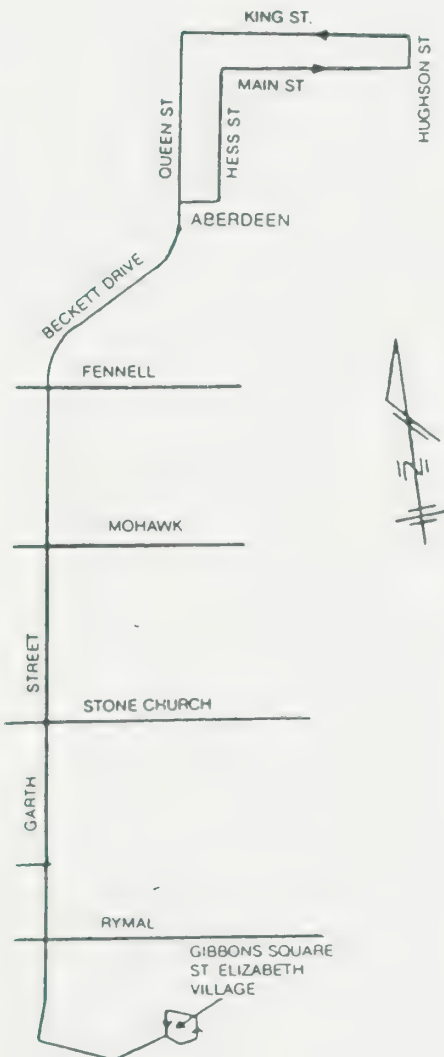


# THE HAMILTON STREET RAILWAY COMPANY

## 1988 CURRENT BUDGET

### TRANSIT ROUTE INFORMATION

ROUTE # 32  
NAME GARTH  
LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried		604,405
Live Miles		90,832
Deadhead Miles	NOT	9,657
Total Route Miles		100,489 =====
Direct Driving Hours		8,994
Total Revenue Farebox	IN	383,320
Other Revenue		12,364
Total Revenue		395,684 =====
Revenue/Mile		3.94
Subsidies	SERVICE	97,957
Direct Driving Cost		136,169
Other Op'g Cost		357,472
Total Route Cost		493,641 =====
Cost/Mile		4.91
Passenger Revenue per Cost Ratio		.80





## THE HAMILTON STREET RAILWAY COMPANY

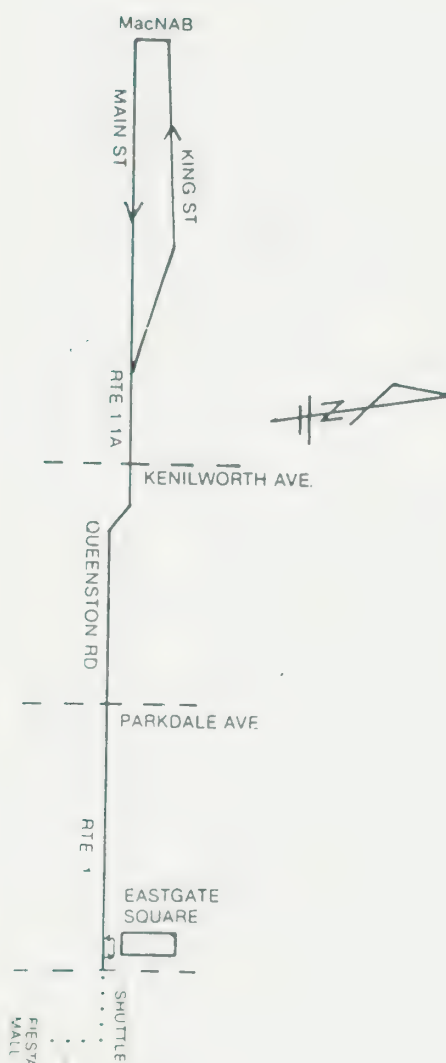
## 1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 1-1A

NAME KING

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	5,012,131	4,652,128
Live Miles	780,294	716,327
Deadhead Miles	<u>19,188</u>	<u>16,264</u>
Total Route Miles	<u>799,482</u>	<u>732,591</u>
Direct Driving Hours	80,451	74,310
Total Revenue Farebox	2,955,489	3,116,012
Other Revenue	<u>115,942</u>	<u>100,510</u>
Total Revenue	<u>3,071,431</u>	<u>3,216,522</u>
Revenue/Mile	3.84	4.39
Subsidies	977,365	615,656
Direct Driving Cost	1,173,987	1,125,053
Other Op'g Cost	<u>2,874,809</u>	<u>2,707,125</u>
Total Route Cost	<u>4,048,796</u>	<u>3,832,178</u>
Cost/Mile	5.06	5.23
Passenger Revenue per Cost Ratio	.76	.84



## THE HAMILTON STREET RAILWAY COMPANY

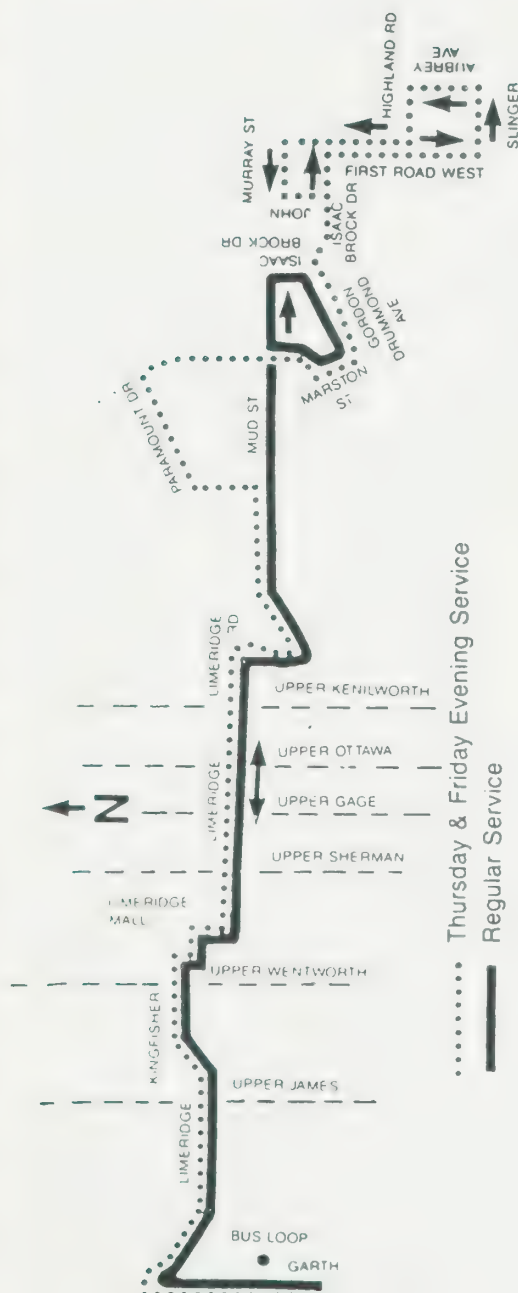
1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 45

NAME LIMERIDGE/HERITAGE

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	268,538	305,013
Live Miles	142,650	132,636
Deadhead Miles	<u>7,192</u>	<u>8,271</u>
Total Route Miles	<u>149,842</u>	<u>140,907</u>
Direct Driving Hours	13,111	13,717
Total Revenue Farebox	170,107	202,703
Other Revenue	<u>6,673</u>	<u>6,538</u>
Total Revenue	<u>176,780</u>	<u>209,241</u>
Revenue/Mile	1.18	1.48
Subsidies	530,577	512,467
Direct Driving Cost	191,334	207,675
Other Op'g Cost	<u>516,023</u>	<u>514,033</u>
Total Route Cost	<u>707,357</u>	<u>721,708</u>
Cost/Mile	4.72	5.12
Passenger Revenue per Cost Ratio	.25	.29



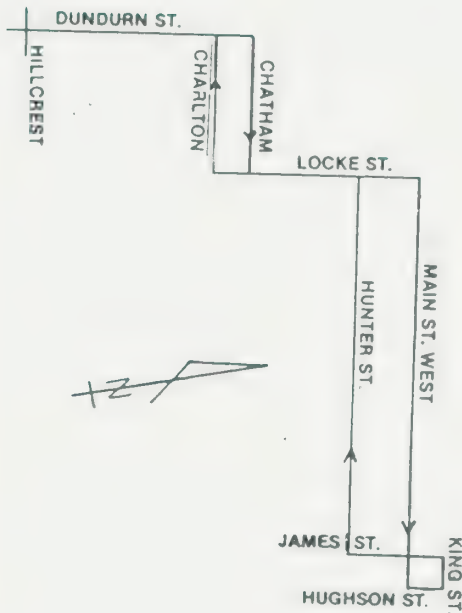


## THE HAMILTON STREET RAILWAY COMPANY

## 1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 7  
 NAME LOCKE  
 LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	419, 910	417,657
Live Miles	97,246	93,393
Deadhead Miles	<u>8,456</u>	<u>7,945</u>
Total Route Miles	<u>105,702</u>	<u>101,338</u>
Direct Driving Hours	13,408	14,101
Total Revenue Farebox	236,675	250,321
Other Revenue	<u>9,285</u>	<u>8,074</u>
Total Revenue	<u>245,960</u>	<u>258,395</u>
Revenue/Mile	2.33	2.55
Subsidies	361,881	373,750
Direct Driving Cost	195,651	213,489
Other Op'g Cost	<u>412,190</u>	<u>418,656</u>
Total Route Cost	<u>607,841</u>	<u>632,145</u>
Cost/Mile	5.75	6.24
Passenger Revenue per Cost Ratio	.41	.41



# THE HAMILTON STREET RAILWAY COMPANY

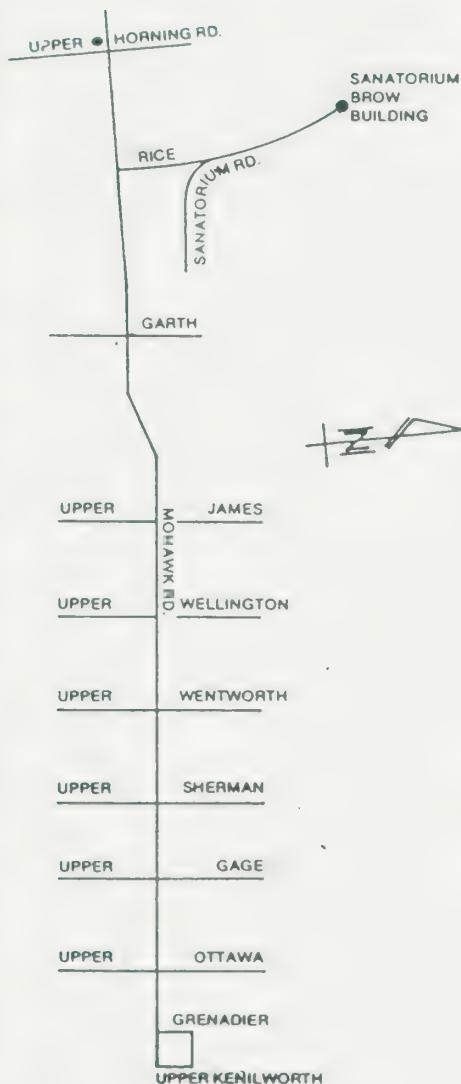
1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 41-41A

NAME MOHAWK

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	857,759	870,759
Live Miles	245,946	261,964
Deadhead Miles	<u>23,141</u>	<u>19,566</u>
Total Route Miles	<u>269,087</u>	<u>281,530</u>
Direct Driving Hours	22,190	23,233
Total Revenue Farebox	518,721	553,360
Other Revenue	<u>20,349</u>	<u>17,849</u>
Total Revenue	<u>539,070</u>	<u>571,209</u>
Revenue/Mile	2.00	2.03
Subsidies	695,716	759,319
Direct Driving Cost	323,816	351,747
Other Op'g Cost	<u>910,970</u>	<u>978,781</u>
Total Route Cost	<u>1,234,786</u>	<u>1,330,528</u>
Cost/Mile	4.59	4.73
Passenger Revenue per Cost Ratio	.44	.43



THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 57  
NAME NASH  
LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	556,228	584,804
Live Miles	139,390	93,041
Deadhead Miles	<u>17,228</u>	<u>11,594</u>
Total Route Miles	<u>156,618</u>	<u>104,635</u>
Direct Driving Hours	15,468	10,433
Total Revenue Farebox	303,232	321,739
Other Revenue	<u>11,896</u>	<u>10,378</u>
Total Revenue	<u>315,128</u>	<u>332,117</u>
Revenue/Mile	2.01	3.17
Subsidies	470,377	210,407
Direct Driving Cost	225,721	157,956
Other Op'g Cost	<u>559,784</u>	<u>384,568</u>
Total Route Cost	<u>785,505</u>	<u>542,524</u>
Cost/Mile	5.02	5.18
Passenger Revenue per Cost Ratio	.40	.61





## THE HAMILTON STREET RAILWAY COMPANY

## 1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 15  
 NAME OTTAWA  
 LEVEL OF SERVICE

		Budget <u>1987</u>	Budget <u>1988</u>
	Estimated Passengers Carried		15,627
MAP NOT	Live Miles		26,675
	Deadhead Miles	NOT	<u>1,703</u>
AVAILABLE	Total Route Miles		28,378 =====
	Direct Driving Hours		2,982
	Total Revenue Farebox	IN	9,417
	Other Revenue		<u>304</u>
	Total Revenue		9,721
	Revenue/Mile		.34
STARTS SEPTEMBER	Subsidies	SERVICE	141,487
	Direct Driving Cost		45,147
	Other Op'g Cost		<u>106,061</u>
	Total Route Cost		151,208 =====
	Cost/Mile		5.33
	Passenger Revenue per Cost Ratio		.06



# THE HAMILTON STREET RAILWAY COMPANY

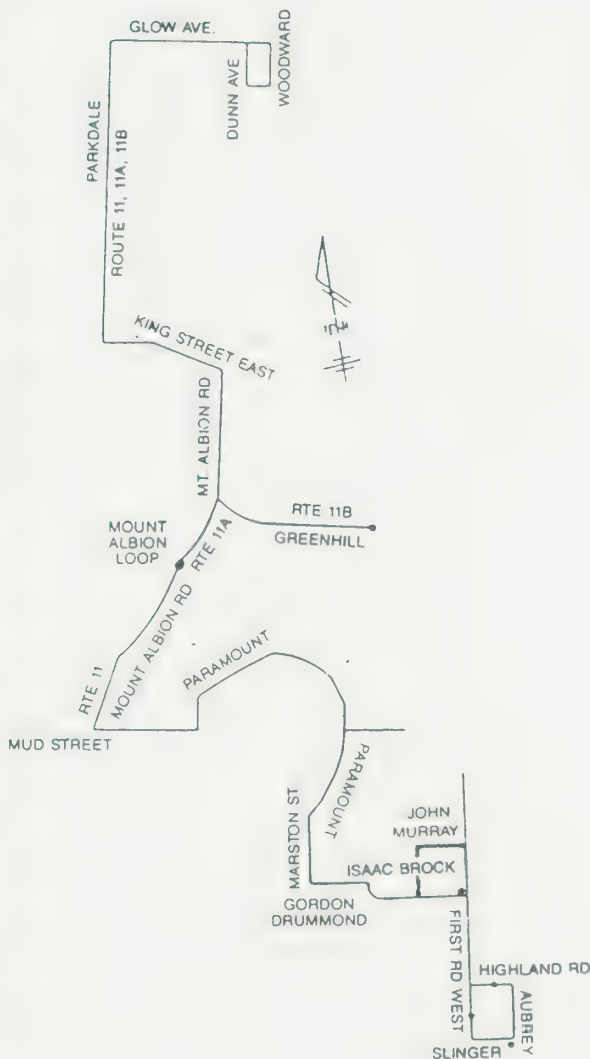
## 1988 CURRENT BUDGET

### TRANSIT ROUTE INFORMATION

ROUTE # 11-11A-11B

NAME PARKDALE

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	864,450	918,825
Live Miles	295,936	349,930
Deadhead Miles	34,719	39,530
Total Route Miles	330,655	389,460
Direct Driving Hours	28,464	32,034
Total Revenue Farebox	431,253	463,516
Other Revenue	16,918	14,951
Total Revenue	448,171	478,467
Revenue/Mile	1.36	1.23
Subsidies	1,100,462	1,359,321
Direct Driving Cost	415,367	484,995
Other Op'g Cost	1,133,266	1,352,793
Total Route Cost	1,548,633	1,837,788
Cost/Mile	4.68	4.72
Passenger Revenue per Cost Ratio	.29	.26





## THE HAMILTON STREET RAILWAY COMPANY

## 1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE #

NAME

ROCK GARDENS

LEVEL OF SERVICE

		Budget 1987	Budget 1988
	Estimated Passengers Carried	4,306	3,728
	Live Miles	1,995	3,040
MAP NOT	Deadhead Miles	<u>273</u>	<u>416</u>
AVAILABLE	Total Route Miles	<u>2,268</u>	<u>3,456</u>
	Direct Driving Hours	201	305
	Total Revenue Farebox	1,985	2,149
	Other Revenue	<u>78</u>	<u>69</u>
	Total Revenue	<u>2,063</u>	<u>2,218</u>
	Revenue/Mile	.91	.64
	Subsidies	8,737	14,644
	Direct Driving Cost	2,948	4,618
	Other Op'g Cost	<u>7,852</u>	<u>12,244</u>
	Total Revenue Cost	<u>10,800</u>	<u>16,862</u>
	Cost/Mile	4.76	4.88
	Passenger Revenue per Cost Ratio	.19	.13



# THE HAMILTON STREET RAILWAY COMPANY

## 1988 CURRENT BUDGET

### TRANSIT ROUTE INFORMATION

ROUTE # 51

NAME SANATORIUM/ANCASTER

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	624,649	545,734
Live Miles	227,342	223,369
Deadhead Miles	29,252	28,229
Total Route Miles	256,594	251,598
Direct Driving Hours	20,812	20,164
Total Revenue Farebox	379,690	357,262
Other Revenue	14,895	11,524
Total Revenue	394,585	368,786
Revenue/Mile	1.54	1.47
Subsidies	773,772	804,291
Direct Driving Cost	303,709	305,283
Other Op'g Cost	864,648	867,794
Total Route Cost	1,168,357	1,173,077
Cost/Mile	4.55	4.66
Passenger Revenue per Cost Ratio	.34	.32



THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE #

NAME

SHERMAN

LEVEL OF SERVICE

	Budget 1987	Budget 1988
Estimated Passengers Carried		10,118
Live Miles		4,422
Deadhead Miles		<u>282</u>
Total Route Miles		4,704
		=====
Direct Driving Hours		491
Total Revenue Farebox		5,467
Other Revenue		<u>176</u>
Total Revenue		5,643
		=====
Revenue/Mile		1.20
Subsidies		19,307
Direct Driving Cost		7,419
Other Op'g Cost		<u>17,531</u>
Total Route Cost		24,950
		=====
Cost/Mile		5.30
Passenger Revenue per Cost Ratio		.23





## THE HAMILTON STREET RAILWAY COMPANY

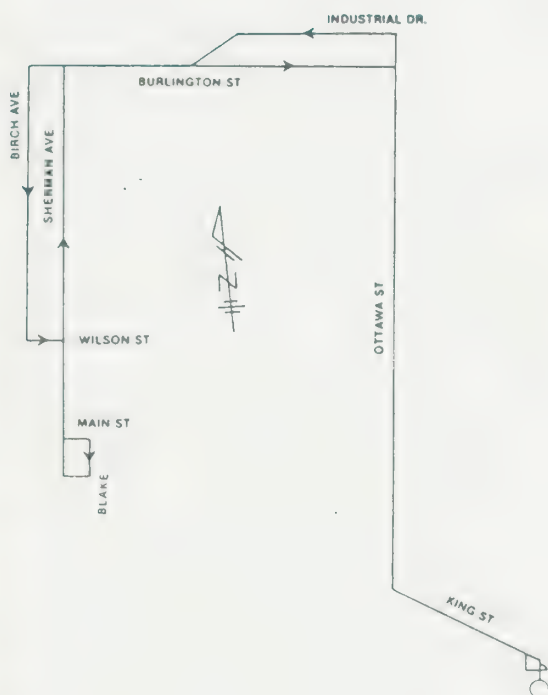
1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 15

NAME SHERMAN/OTTAWA CROSSTOWN

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	86,126	78,615
Live Miles	15,789	35,489
Deadhead Miles	<u>1,448</u>	<u>3,212</u>
Total Route Miles	<u>17,237</u>	<u>38,701</u>
Direct Driving Hours	1,807	4,056
Total Revenue Farebox	14,738	40,870
Other Revenue	<u>578</u>	<u>1,318</u>
Total Revenue	<u>15,316</u>	<u>42,188</u>
Revenue/Mile	.89	1.09
Subsidies	73,862	163,739
Direct Driving Cost	26,362	61,408
Other Op'g Cost	<u>62,816</u>	<u>144,519</u>
Total Route Cost	<u>89,178</u>	<u>205,927</u>
Cost/Mile	5.17	5.32
Passenger Revenue per Cost Ratio	.17	.20

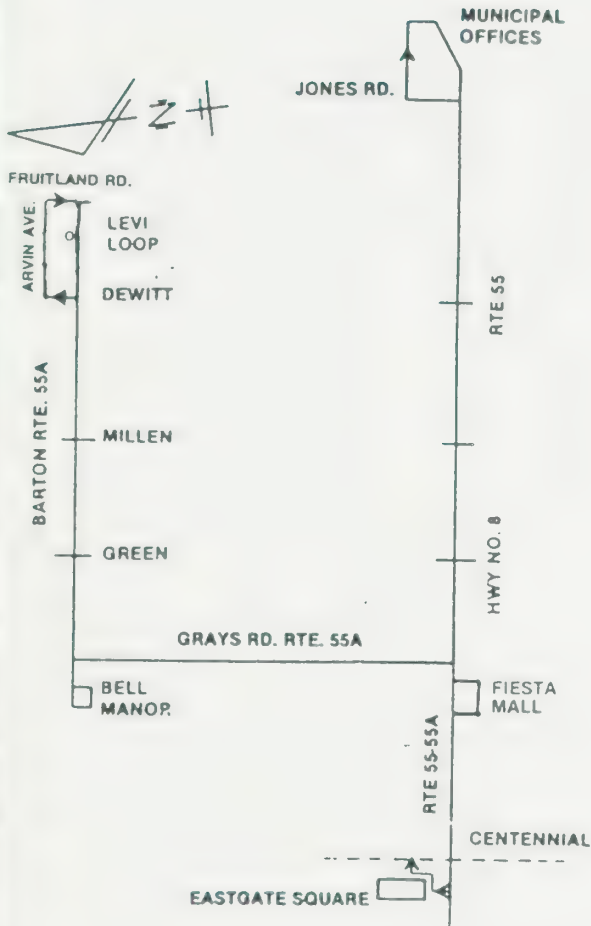


## THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 55-55A  
 NAME STONEY CREEK CENTRAL  
 LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	293,052	310,461
Live Miles	106,325	171,223
Deadhead Miles	<u>23,657</u>	<u>21,054</u>
Total Route Miles	<u>129,982</u>	<u>192,277</u>
Direct Driving Hours	10,136	16,335
Total Revenue Farebox	131,818	163,499
Other Revenue	<u>5,171</u>	<u>5,273</u>
Total Revenue	<u>136,989</u>	<u>168,772</u>
Revenue/Mile	1.05	.88
Subsidies	444,222	752,425
Direct Driving Cost	147,918	247,312
Other Op'g Cost	<u>433,293</u>	<u>673,885</u>
Total Route Cost	<u>581,211</u>	<u>921,197</u>
Cost/Mile	4.47	4.79
Passenger Revenue per Cost Ratio	.23	.18



THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 55B  
NAME STONEY CREEK LOCAL  
LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	209,188	182,320
Live Miles	51,991	51,773
Deadhead Miles	9,391	9,295
Total Route Miles	61,382	61,068
Direct Driving Hours	5,721	5,957
Total Revenue Farebox	120,638	125,679
Other Revenue	4,733	4,054
Total Revenue	125,371	129,733
Revenue/Mile	2.04	2.12
Subsidies	173,543	183,375
Direct Driving Cost	83,479	90,189
Other Op'g Cost	215,435	222,919
Total Route Cost	298,914	313,108
Cost/Mile	4.87	5.13
Passenger Revenue per Cost Ratio	.42	.41





THE HAMILTON STREET RAILWAY COMPANY

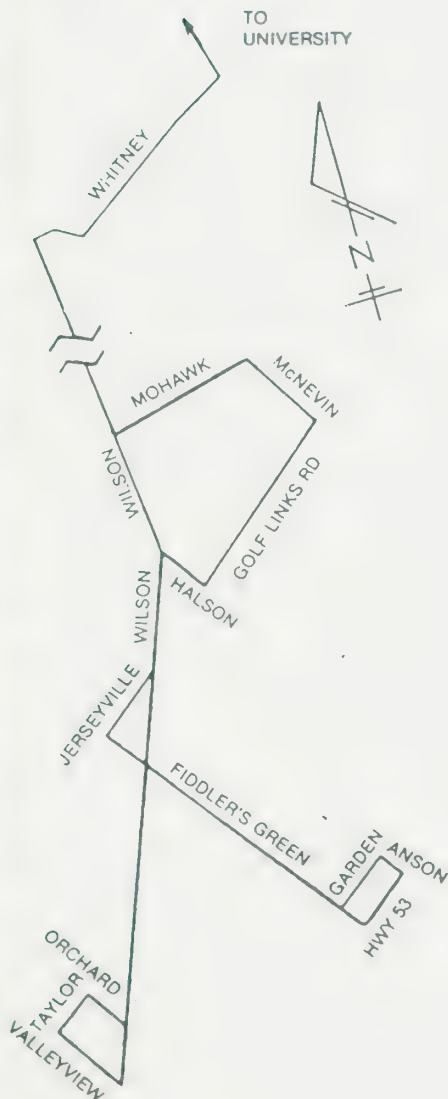
1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 51A

NAME UNIVERSITY-ANCASTER

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	752,137	479,091
Live Miles	140,737	145,145
Deadhead Miles	<u>5,407</u>	<u>5,514</u>
Total Route Miles	146,144 =====	150,659 =====
Direct Driving Hours	13,329	13,847
Total Revenue Farebox	419,947	320,152
Other Revenue	<u>16,474</u>	<u>10,327</u>
Total Revenue	436,421 =====	330,479 =====
Revenue/Mile	2.99	2.19
Subsidies	267,651	419,310
Direct Driving Cost	194,512	209,649
Other Op'g Cost	<u>509,560</u>	<u>540,140</u>
Total Route Cost	704,072 =====	749,789 =====
Cost/Mile	4.82	4.98
Passenger Revenue per Cost Ratio	.62	.44

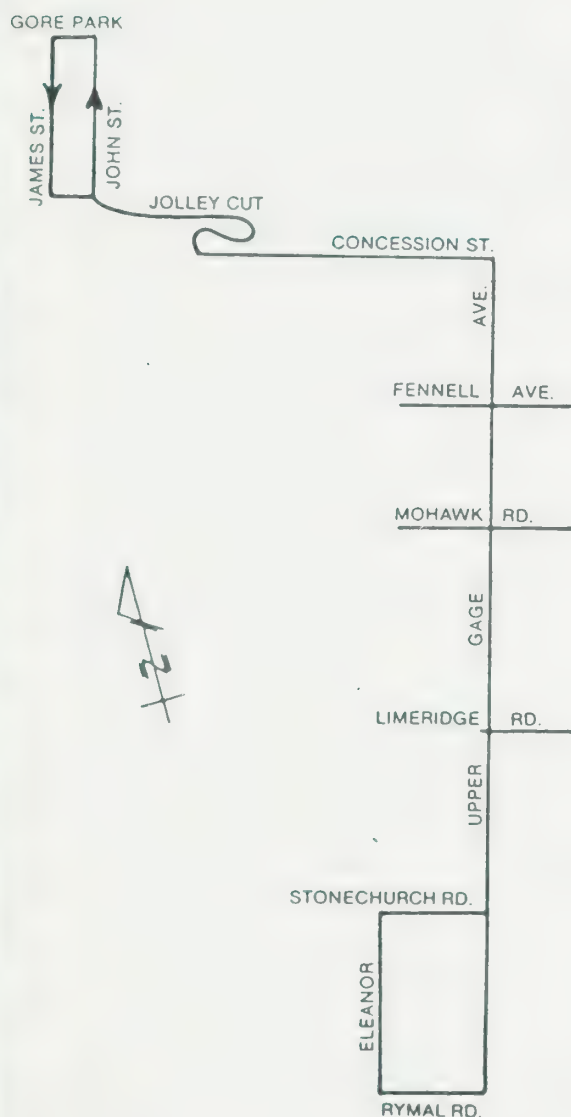


THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 23  
NAME UPPER GAGE  
LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	1,168,265	1,166,985
Live Miles	314,598	322,875
Deadhead Miles	39,679	38,081
Total Route Miles	354,277	360,956
Direct Driving Hours	28,846	28,650
Total Revenue Farebox	729,678	770,912
Other Revenue	28,625	24,866
Total Revenue	758,303	795,778
Revenue/Mile	2.14	2.20
Subsidies	857,729	879,750
Direct Driving Cost	420,940	433,761
Other Op'g Cost	1,195,092	1,241,767
Total Route Cost	1,616,032	1,675,528
Cost/Mile	4.56	4.64
Passenger Revenue per Cost Ratio	.47	.47



THE HAMILTON STREET RAILWAY COMPANY

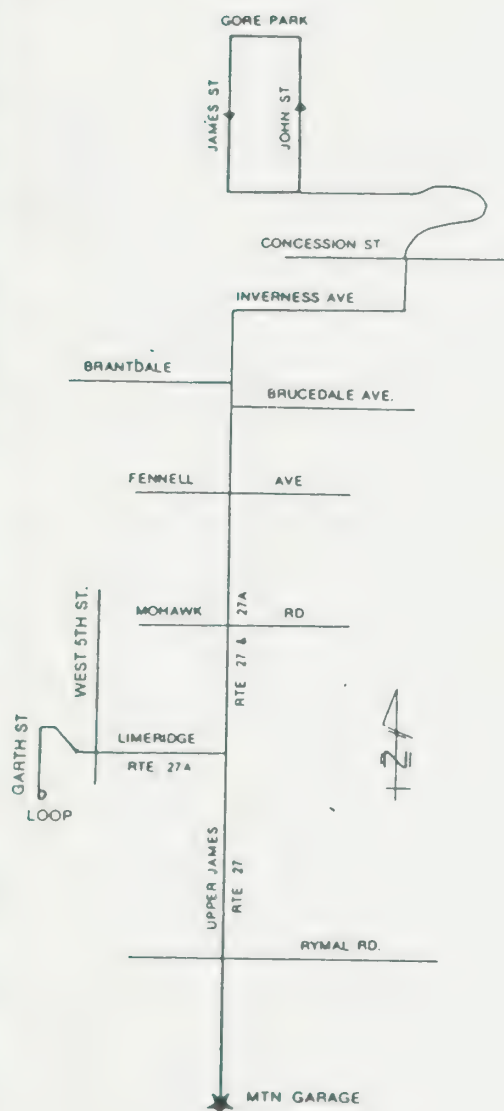
1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 27-27A

NAME UPPER JAMES

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	1,551,618	1,497,626
Live Miles	378,488	434,583
Deadhead Miles	<u>11,705</u>	<u>11,097</u>
Total Route Miles	<u>390,193</u>	<u>445,680</u>
Direct Driving Hours	34,170	38,933
Total Revenue Farebox	921,194	973,130
Other Revenue	<u>36,138</u>	<u>31,389</u>
Total Revenue	<u>957,332</u>	<u>1,004,519</u>
Revenue/Mile	2.45	2.25
Subsidies	885,328	1,159,300
Direct Driving Cost	498,620	589,446
Other Op'g Cost	<u>1,344,040</u>	<u>1,574,373</u>
Total Route Cost	<u>1,842,660</u>	<u>2,163,819</u>
Cost/Mile	4.72	4.86
Passenger Revenue per Cost Ratio	.52	.46





THE HAMILTON STREET RAILWAY COMPANY

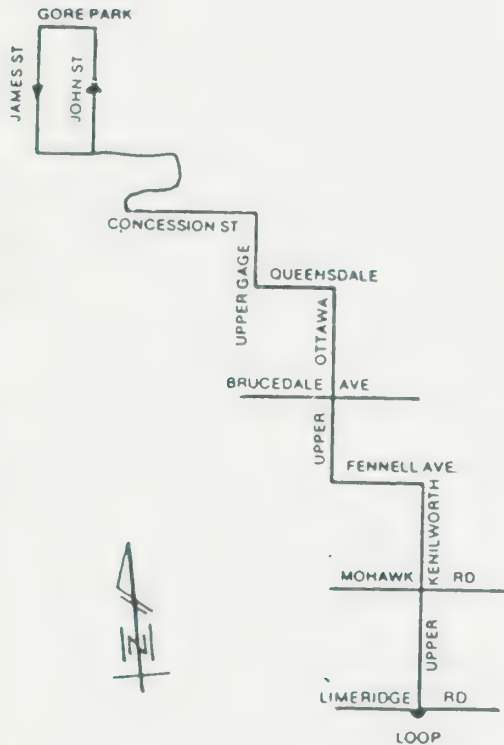
1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 21

NAME UPPER KENILWORTH

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	832,387	820,030
Live Miles	256,517	257,193
Deadhead Miles	27,241	27,061
Total Route Miles	283,758	284,254
Direct Driving Hours	22,554	22,596
Total Revenue Farebox	527,264	560,594
Other Revenue	20,684	18,082
Total Revenue	547,948	578,676
Revenue/Mile	1.93	2.04
Subsidies	732,007	741,714
Direct Driving Cost	329,122	342,103
Other Op'g Cost	950,833	978,287
Total Route Cost	1,279,955	1,320,390
Cost/Mile	4.51	4.65
Passenger Revenue per Cost Ratio	.43	.44



## THE HAMILTON STREET RAILWAY COMPANY

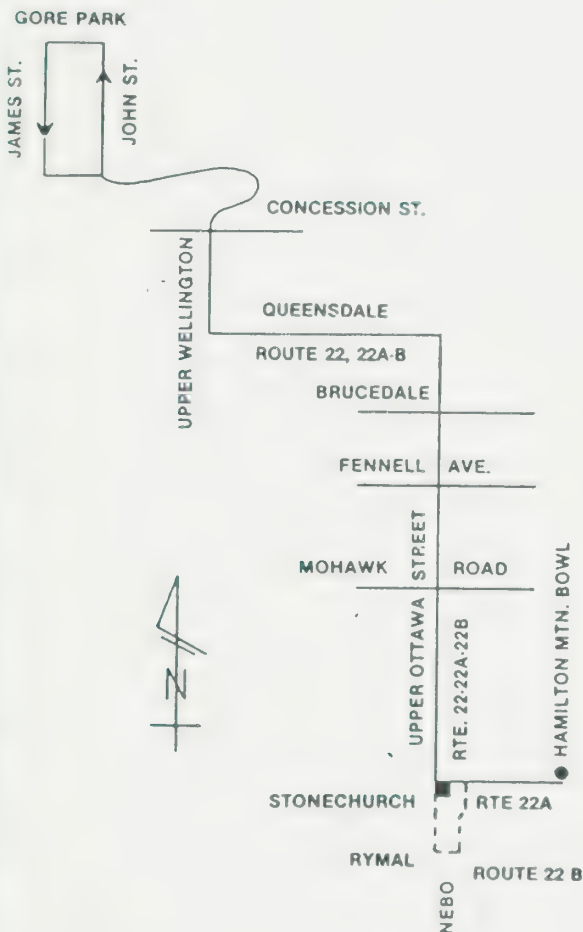
## 1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 22-22A-22B-22C

NAME UPPER OTTAWA

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	974,414	974,090
Live Miles	287,834	293,413
Deadhead Miles	<u>19,353</u>	<u>19,561</u>
Total Route Miles	<u>307,187</u>	<u>312,974</u>
Direct Driving Hours	24,961	25,032
Total Revenue Farebox	527,264	645,736
Other Revenue	<u>104,592</u>	<u>20,829</u>
Total Revenue	<u>631,856</u>	<u>666,565</u>
Revenue/Mile	2.06	2.13
Subsidies	768,031	791,318
Direct Driving Cost	364,240	378,984
Other Op'g Cost	<u>1,035,647</u>	<u>1,078,899</u>
Total Route Cost	<u>1,399,887</u>	<u>1,457,883</u>
Cost/Mile	4.56	4.66
Passenger Revenue per Cost Ratio	.45	.46

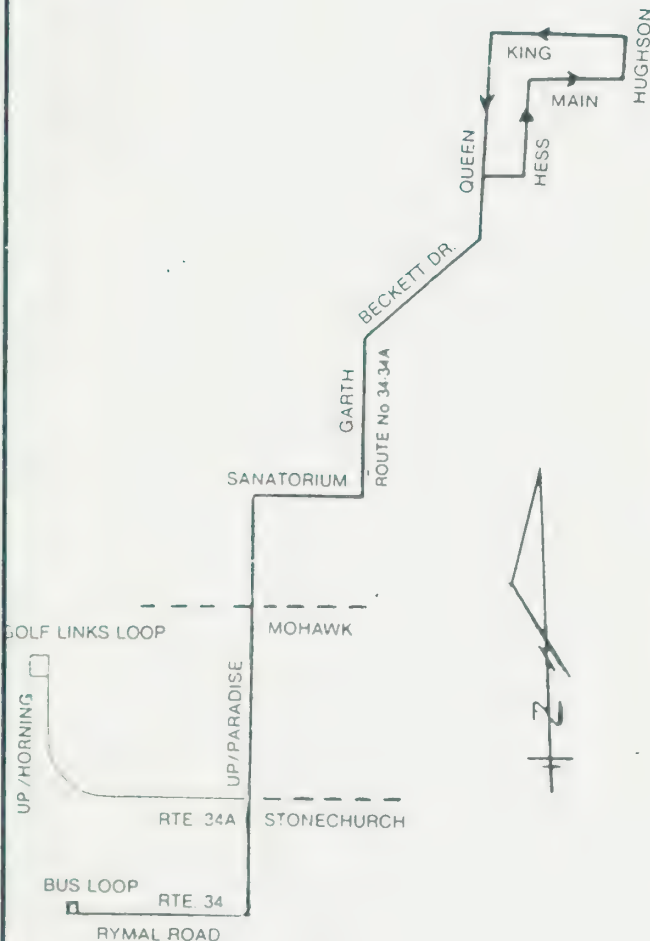


# THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 34-34A  
NAME UPPER PARADISE  
LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	469,253	442,222
Live Miles	165,840	185,412
Deadhead Miles	14,617	13,379
Total Route Miles	180,457	198,791
Direct Driving Hours	15,972	16,605
Total Revenue Farebox	274,938	290,935
Other Revenue	10,786	9,384
Total Revenue	285,724	300,319
Revenue/Mile	1.58	1.51
Subsidies	570,904	644,520
Direct Driving Cost	233,073	251,400
Other Op'g Cost	623,555	693,439
Total Route Cost	856,628	944,839
Cost/Mile	4.75	4.75
Passenger Revenue per Cost Ratio	.33	.32





THE HAMILTON STREET RAILWAY COMPANY

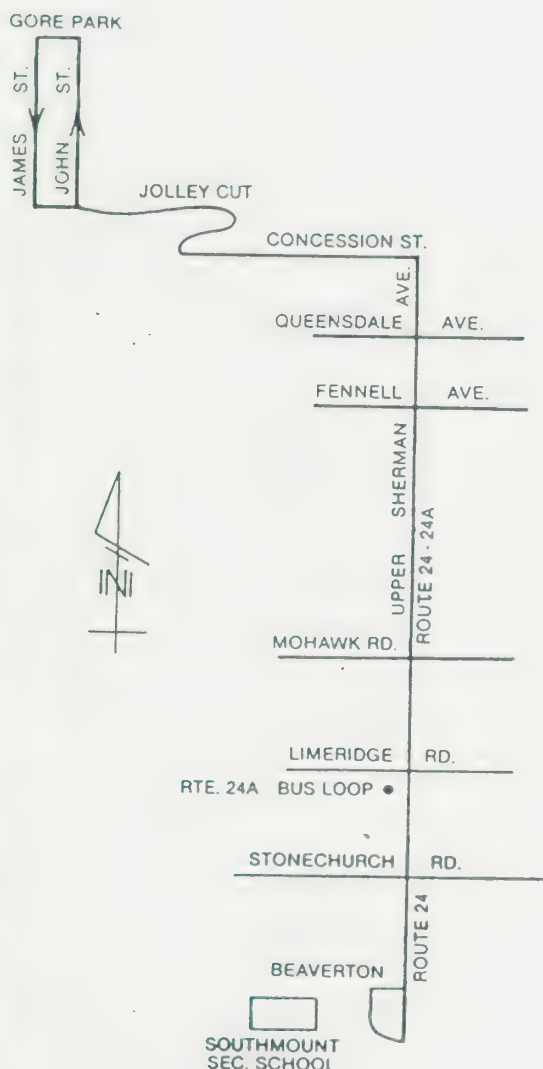
1988 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 24-24A

NAME UPPER SHERMAN

LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	868,747	860,690
Live Miles	255,691	265,950
Deadhead Miles	17,775	16,885
Total Route Miles	273,466	282,835
Direct Driving Hours	24,552	24,029
Total Revenue Farebox	524,510	556,478
Other Revenue	20,576	17,950
Total Revenue	545,086	574,428
Revenue/Mile	1.99	2.03
Subsidies	762,167	780,648
Direct Driving Cost	358,280	363,800
Other Op'g Cost	948,973	991,276
Total Route Cost	1,307,253	1,355,076
Cost/Mile	4.78	4.79
Passenger Revenue per Cost Ratio	.42	.42

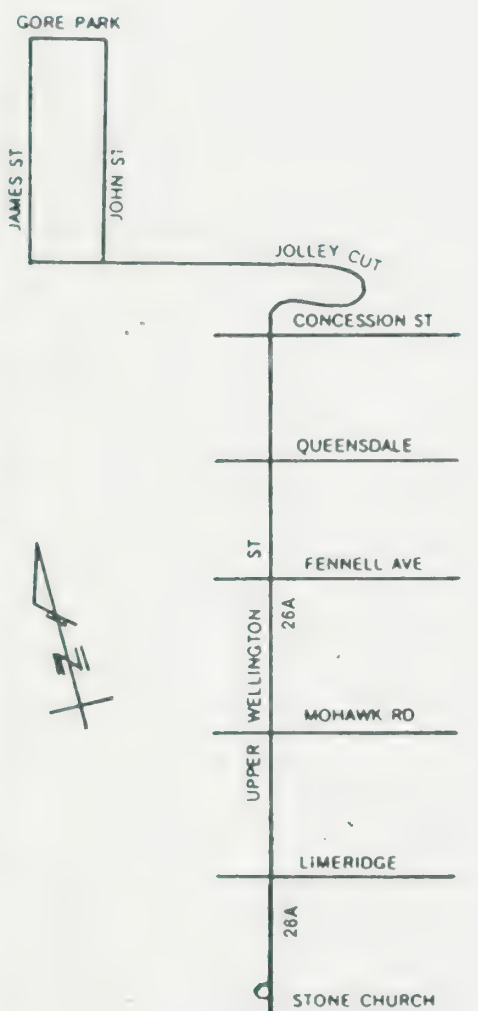


## THE HAMILTON STREET RAILWAY COMPANY

## 1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 26-26A  
 NAME UPPER WELLINGTON  
 LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	649,015	644,927
Live Miles	177,867	194,786
Deadhead Miles	<u>7,604</u>	<u>8,561</u>
Total Route Miles	<u>185,471</u>	<u>203,347</u>
Direct Driving Hours	19,325	21,162
Total Revenue Farebox	398,566	418,826
Other Revenue	<u>15,635</u>	<u>13,509</u>
Total Revenue	<u>414,201</u>	<u>432,335</u>
Revenue/Mile	2.23	2.13
Subsidies	542,388	645,673
Direct Driving Cost	282,003	320,393
Other Op'g Cost	<u>674,586</u>	<u>757,615</u>
Total Route Cost	<u>956,589</u>	<u>1,078,008</u>
Cost/Mile	5.16	5.30
Passenger Revenue per Cost Ratio	.43	.40

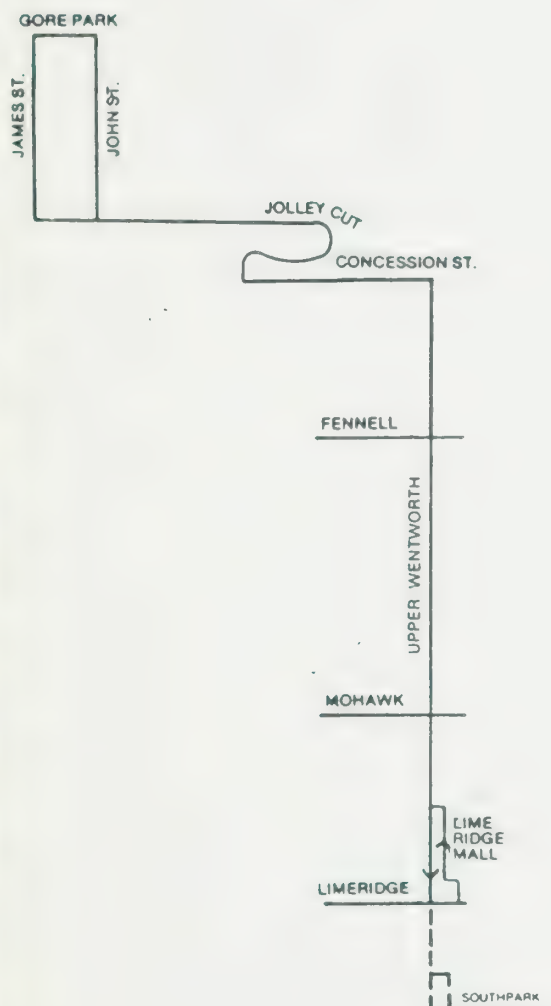


## HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 25  
 NAME UPPER WENTWORTH  
 LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	878,119	964,404
Live Miles	225,654	204,815
Deadhead Miles	16,724	13,073
Total Route Miles	242,378	217,888
Direct Driving Hours	21,544	18,937
Total Revenue Farebox	530,424	594,964
Other Revenue	20,808	19,191
Total Revenue	551,232	614,155
Revenue/Mile	2.27	2.82
Subsidies	601,731	441,124
Direct Driving Cost	314,384	286,706
Other Op'g Cost	838,579	768,573
Total Route Cost	1,152,963	1,055,279
Cost/Mile	4.76	4.84
Passenger Revenue per Cost Ratio	.48	.58



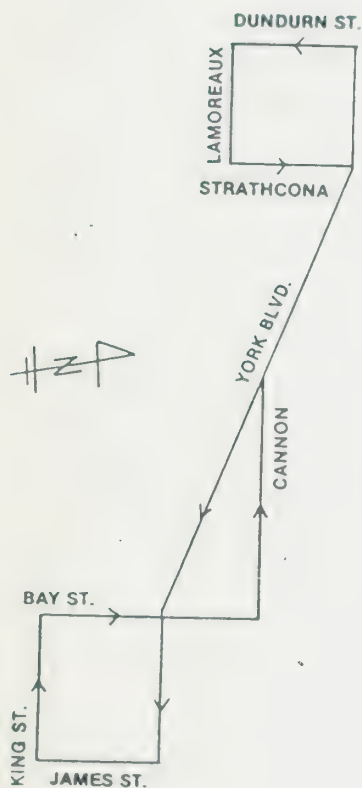


## THE HAMILTON STREET RAILWAY COMPANY

1988 CURRENT BUDGET

## TRANSIT ROUTE INFORMATION

ROUTE # 8  
 NAME YORK  
 LEVEL OF SERVICE



	Budget 1987	Budget 1988
Estimated Passengers Carried	340,512	359,947
Live Miles	75,821	75,052
Deadhead Miles	<u>5,445</u>	<u>5,158</u>
Total Route Miles	<u>81,266</u>	<u>80,210</u>
Direct Driving Hours	11,193	11,375
Total Revenue Farebox	193,789	205,664
Other Revenue	<u>7,602</u>	<u>6,634</u>
Total Revenue	<u>201,391</u>	<u>212,298</u>
Revenue/Mile	2.48	2.65
Subsidies	289,210	293,763
Direct Driving Cost	163,398	172,217
Other Op'g Cost	<u>327,203</u>	<u>333,844</u>
Total Route Cost	<u>490,601</u>	<u>506,061</u>
Cost/Mile	6.04	6.31
Passenger Revenue per Cost Ratio	.41	.42



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TRANSIT: CANADA COACH LINES

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January 8/88

REPORT TSC 88-2

To The Chairman and Members of the  
Transportation Services Committee

RE: The Canada Coach Lines Limited 1988 Current Budget

Origin:

The 1988 Canada Coach Lines' budget is enclosed for your consideration.

Background:

In 1987, Regional Council authorized staff to report to Committee an Operations Plan for 1988 and show the financial implications of rejuvenating the fleet. In 1985 Regional Council adopted the present business plan which contained the following policies:

1. That Regional Council retain CCL for at least three years (1985-1987).
2. That during the three years the operating deficit (tax levy) be substantially reduced, if not eliminated.
3. That the ongoing deficits of the regular routes be cross-subsidized by engaging in lucrative ventures.
4. That individual regular route services meet at least 75% of their operating costs.
5. That the ancillary services at least break even and on total make a profit which in time ought to eradicate the route deficits.

continued...





6. That concessions from the Union Local 107 be negotiated in order to continue to operate.
7. That a program to replace vehicles at a rate of 3 per year be adopted by using the financing over 5 years through the Regional capital budget.
8. That continued monitoring of rate increase as it related to both regular and other services be pursued.
9. That other municipalities be approached to have them share in any deficit operations where the deficit can be attributable directly to that municipality.

#### Progress To Date

Significant improvements have been made in a number of areas. On total, the revenue/cost ratio on regular routes has been increased from 75% to 84% and the Charter operating has been turned around from a 5% loss to an 8% profit. However, on an individual basis a number of services created a situation where a revised business plan must be adopted. The significant factors are:

- a) The need to devote more resources to the lucrative charter and convention support services;
- b) The continued decline in regular route ridership.
- c) Continued movement towards deregulation.
- d) The Ageing Fleet

To summarize the operation plan from 1985, we have achieved all goals and objectives with the exception of the bus replacement program. In 1987, no vehicles were purchased. The last set of vehicles were acquired in 1986.

continued...



a) Regular Route Operations

In 1985 CCL recovered 81.76% of its regular route operating cost out of the farebox. This has been improved significantly to 86.6% in 1987.

Previously, Council decided to retain the total network since the operation was perceived to function much like GO Transit serving Hamilton. This has not materialized on all routes, in fact, ridership has eroded on some corridors due to declining cost of gasoline and the relatively low cost of car ownership.

i) Hamilton to Niagara (Hwy. 8)

In 1982 we had a full service along Highway 8. Indeed in 1984 we expanded service in an attempt to capture even more commuters. All this has failed to the point where throughout 1985 and 1987 we have had to continue to remove services. No further specific action is recommended at this time for 1988.

ii) Hamilton to Brantford

Although this route is meeting its target it is slowly losing its base. Ancaster has asked for a review of all its services and we hope to come back to your Committee with further recommendations. No specific action is recommended at this time.

iii) Niagara Falls Bus Terminal

The Niagara Falls Bus Terminal is the only remaining terminal in our system operated by CCL staff. In June of 1988 our twenty year lease will expire. We have had significant problems and costs at the terminal. We will be moving into the City of Niagara Falls' new terminal once it is completed in March of 1988. We will then cease operating the terminal and the Niagara Transit Commission will staff their terminal indirectly.

continued...



iv) Provincial Support

Previously, Regional Council took the position that the inter-city routes were no different than the GO Transit inter-city routes focused in Toronto. Attempts were made in the past, since Hamilton was in the TATO A area and of itself was a focal origin and destination, to convince the Province to extend the TATO A area and to provide services to our commutershed. The intent was to have the Province either incorporate CCL services into GO Transit or subcontract, on a competitive basis, to CCL through GO Transit. Our recommendation is that Regional Council reactivate these discussions.

v) Fare Increase

Revenue projections for 1988 include a proposed rate increase on the Standard Passenger tariff which will yield approximately five percent (5%) on an annualized basis with a minimum of fifteen cents (\$0.15) and a maximum increase of fifty cents (\$0.50) in any one-way fare. Charter tariffs are proposed to be held with a review in September, 1988.

Additionally, it is proposed to hold the regular route financial performance objective at 80%.

b) Charter, Tours, Sightseeing and Other Operations

1987 saw a significant improvement in the growth of CCL market share of charter and sightseeing work as revenues were approximately \$390,000 higher than budget and contribution towards a profit margin. Hamilton's operation showed the most gains as markets were expanded and expenses reduced. At the same time, we are seizing new business opportunities which should be focused on. In 1987 the Convention transportation requirements proved to be the most lucrative market for the charter business. We are anticipating a greater demand for this market in 1988 and in coming years. Also the demand to market into the areas of Halton, and Peel to transport groups, etc. to Hamilton and other charter destinations is our focus for 1988.

continued...





i) Hamilton Gray Line

We joined the Gray Line Franchise for Hamilton in an effort to maximize the potential through the international marketing efforts of that Association. The ridership and tourist trade has not materialized and accordingly CCL has incurred deficits, particularly in association fees, in the operation since 1985. We have resigned the Hamilton Gray Line Association but will continue to offer local sightseeing under the Fun Trek banner.

ii) Niagara Falls Gray Line

In 1981 we attempted to sell this franchise but due to its large deficit no purchasers were found. Council decided to retain it until it became a marketable entity. This has now been achieved. We are proposing to explore the sale of the Niagara Falls Gray Line Sightseeing franchise. This will substantially relieve the fleet pressures on CCL due to the high peak seasonal requirements.

iii) New Markets

Our activities with conventions and other large groups including ground support service proposals for the Hamilton Airport have allowed us to be exposed to a large market between here and Toronto. Competing bus carriers have reduced their activities in that area (one to consolidate in London and the other in Toronto). We are proposing to focus our energies to the Regions of Halton and Peel and continue to enhance and explore the demand for commuter transportation in Hamilton.

continued...



iv) Fleet Rejuvenation

In 1987 Council directed staff to prepare a financial plan to show the requirement to rejuvenate the CCL fleet. In order to achieve our five (5) year Financial Plan staff is proposing to purchase nine (9) vehicles in 1988, six (6) vehicles in 1989 and to continue with our original three (3) vehicles per year thereafter. This capital plan was originally proposed in our 1984 Operational Plan with a change to finance the vehicles over an eight (8) year period in order to control cash flows in the future. It is anticipated that we will achieve a 12-15 year old fleet standard by 1992.

Of the nine buses to be acquired in 1988 six of the vehicles are part of a demonstration project by Transport Canada. The purpose of the project is to utilize a lift option on a highway-type coach for handicapped passengers' usage and need. The project has been approved by both our Council (TSC 14-87 Item #6) and Transport Canada to have CCL purchase the vehicles and Transport Canada to assist in the financing of the vehicle for the period of the project (3 years).

The above plan will have a variety of impacts but most importantly will consolidate all of our operations into the Hamilton area. It will minimize our losses on regular routes, will maximize our profitability to the point where no deficit will be incurred. Moreover, the fleet size can be reduced thus reducing the high maintenance cost of the aging fleet. We are proposing that this business plan be adopted.

continued...





v) Reorganization

In 1988, Canada Coach Lines will see changes in service for all its transportation services for the Region. In order to properly enhance growth, a proposed reorganization chart highlighting the divisions required is presented. The reorganization provides a savings of approximately \$230,000 and a reduction in manpower due primarily to the closure of the Niagara Falls Division. Attached is the breakdown of the present and proposed complement changes for your consideration showing the cost savings and reorganization positions.

Attached is a financial summary showing the financial performance of CCL 1983-1990.

Recommendations:

1. That the revised business plan and reorganization be adopted and that the Commissioner of Transportation be authorized to proceed on this basis.
2. That the Commissioner of Transportation be authorized to apply to the Ontario Highway Transport Board for a Tariff increase of five percent (5%) on Canada Coach Lines' regular route services and Charter Tariff.
3. That the 1988 draft Budget showing a total decrease of 50% for the Canada Coach Lines' Budget be received and approved for referral to the Finance Committee.
4. In accordance with the capital budget, that the Commissioner of Transportation be authorized to proceed with the purchase of nine (9) highway coaches for 1988.

Respectfully submitted,

H. O. Schweinbenz  
Commissioner of Transportation

HOS/JPF/db





Jan./88

<u>Year</u>	<u>Budget Deficits After Prov. Sub.</u>	<u>Actual Deficits After Prov. Sub.</u>	<u>Difference From Budget</u>	<u>Regional Levy Required</u>	<u>Required From Reserves</u>
1983	\$575,519	\$971,370	\$395,851	\$971,370	0
1984	603,450	663,552	60,101	663,552	0
1985	465,527	672,587	207,060	465,527	\$207,060
1986	223,797	426,852	203,055	223,797	203,055
1987	181,593	0	0	220,000	39,000
1988	90,000	0	0	90,000	0
1989	45,000	0	0	45,000	0
1990	0	0	0	0	0

In 1985 the overexpenditures were attributed to increased insurance premiums and two shock losses which occurred during 1985.

In 1986 the overexpenditures were attributed to the following items:

- |    |   |       |
|----|---|-------|
| 1. | Subsidy reduction re Stoney Creek agreement | \$ 40 |
| 2. | Decrease in ridership 6.7%                  | \$140 |
| 3. | Misc. revenues not achieved                 | \$ 23 |

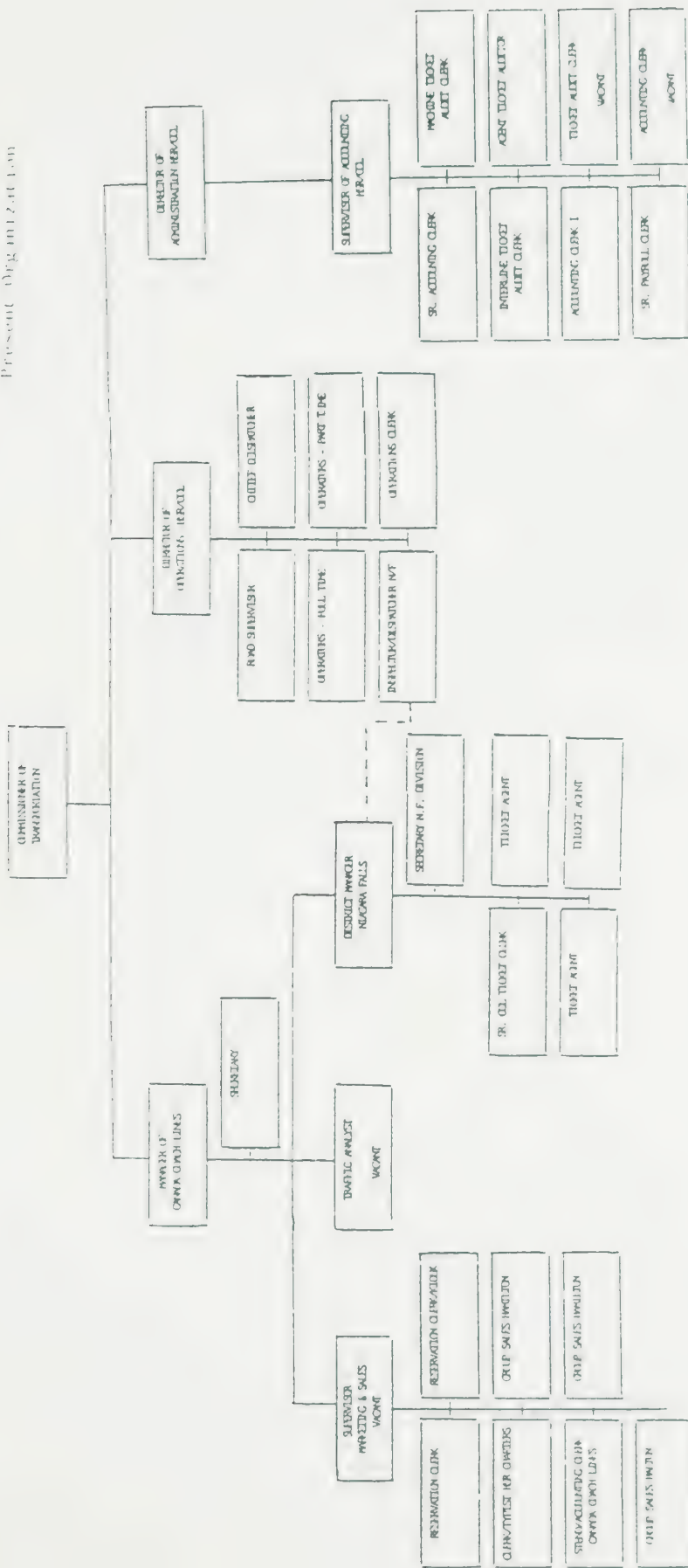


<u>Present Position</u>	<u>Class</u>	<u>Present Staffing Compliment</u>	<u>Proposed Staffing Compliment</u>	<u>Costs Savings (Expense)</u>
Stenographer	P	1	1	\$ 4,457
Traffic Analyst	P	0	1	(29,778)
Supervisor of Charter Sales and Tours	M	0	1	(35,050)
Group Sales, Hamilton	N	2	1	37,985
Group Sales, Niagara	N	0	1	(30,321)
District Manager	J	1	0	43,145
Sr. Ticket Agent	14	1	0	33,051
Ticket Agents	4	3	0	87,000
Secretary, Niagara	9	1	0	25,005
Operators Part-Time	5	34	30	69,888
Ticket Audit Clerk	5	1	0	23,200
		<hr/>	<hr/>	<hr/>
		45	35	\$228,582
		==	==	=====

Jan./88



*Phragmites australis*



Jan. / 88





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THE CANADA COACH LINES, LIMITED

OPERATIONS OVERVIEW

In order to present an overview of the significant components within the CCL operations, various statistical information has been gathered and presented in graphic form.

Exhibit "A" - Total Revenue

This pie chart demonstrates what percentage each of the various revenue sources is of the total funds available to the CCL.

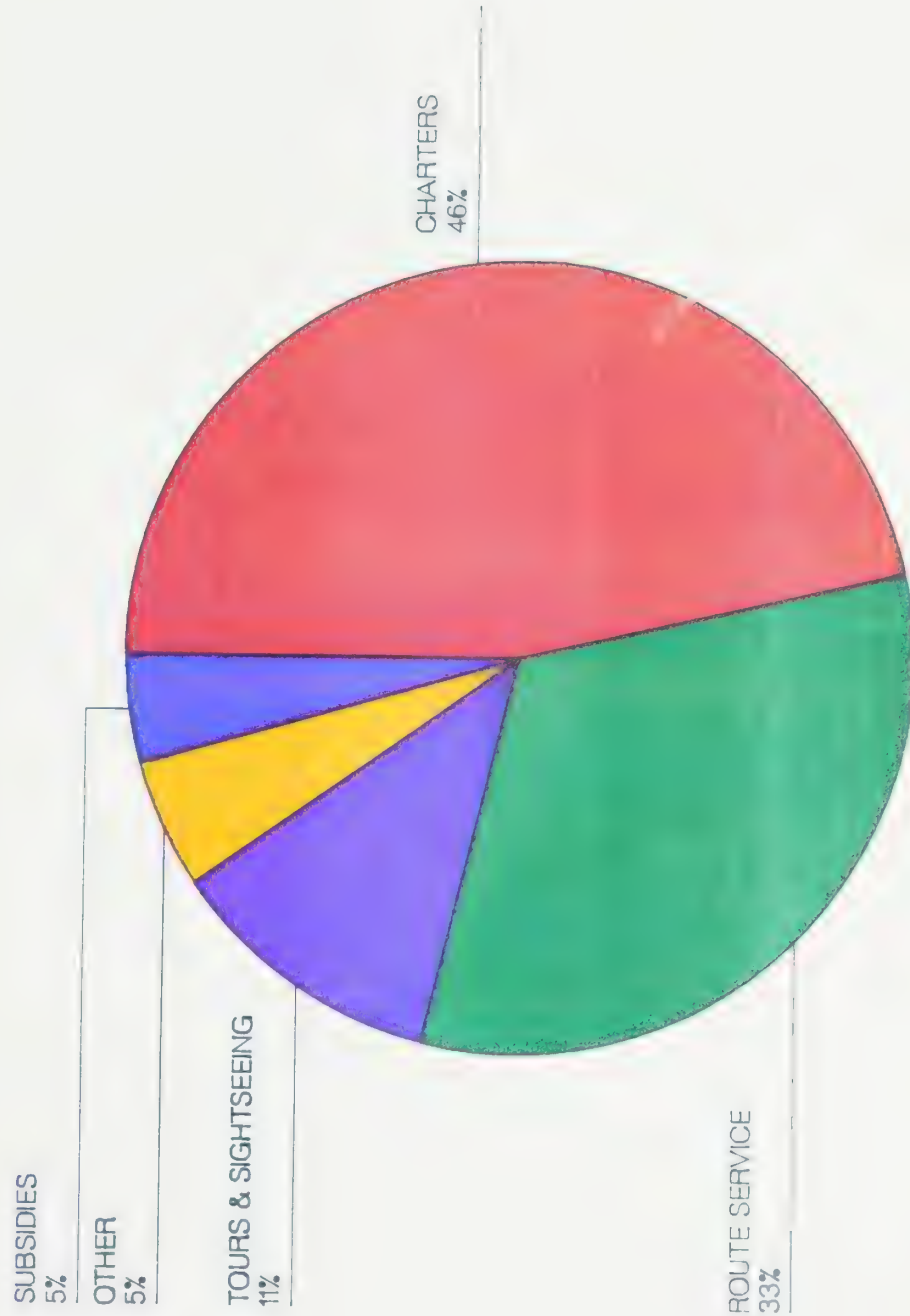
Exhibit "B" - Total Expenditure

This chart highlights the proportion of total expenses spent by departments within the Canada Coach Lines.



# CANADA COACH LINES LTD.

## 1988 REVENUE ANALYSIS

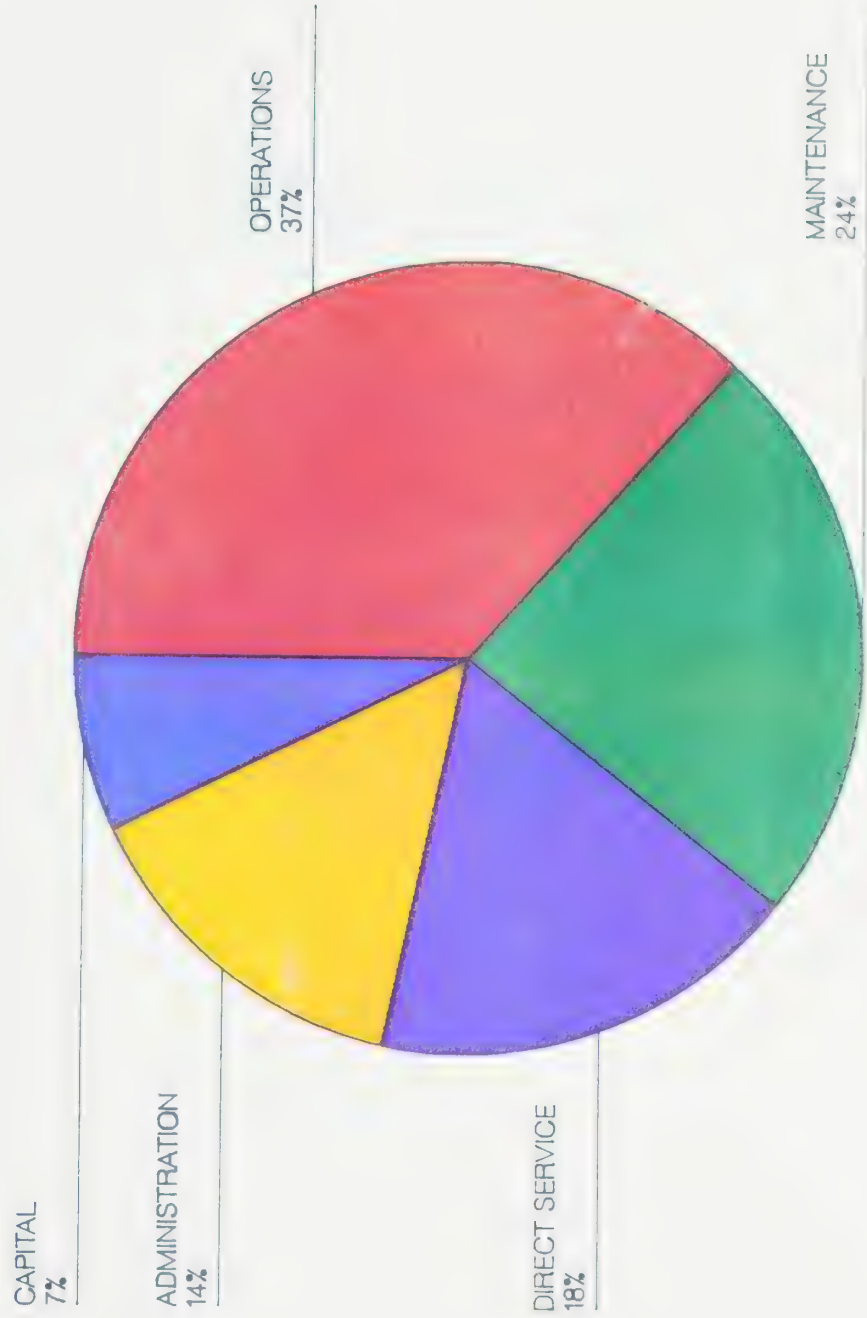






# CANADA COACH LINES LTD.

## 1988 EXPENDITURES ANALYSIS





Department: Transportation  
Program: Canada Coach Lines

1988 Budget  
Route Cost Summary

	Mileage	Revenue	Expenses	Subsidies	Deficit	Revenue/Cost %
Routes:						
Niagara	72,672	116,329	226,127	15,000	94,798	58.08
Buffalo	392,299	1,120,992	1,159,206	39,720	(1,506)	100.13
Brantford	70,812	132,192	219,465	22,551	64,722	70.51
Kitchener	251,923	634,524	808,520	80,509	93,487	88.43
Guelph	115,003	253,632	339,199	33,199	52,368	84.56
Freelton	30,402	14,984	87,429	72,445	0	100%
Burlington	34,889	47,589	108,277	45,262	15,426	85.75
Total Route (Incl. BPX)	968,000	2,320,242	2,948,223	308,686	319,295	89.17
Charters						
Races	668,876	3,174,822	3,042,713	--	(132,109)	104.34
Sightseeing	22,856	156,787	113,585	--	(43,202)	138.03
	137,082	546,209	554,025	--	7,816	98.59
Other	36,486	171,040	179,254	--	8,214	95.42
Total Other	865,300	4,048,858	3,889,577	--	(159,281)	104.10
Grand Total, 1988 Budget	1,833,300	6,369,100	6,837,800	308,686	160,014	97.56
Grand Total, 1987 Budget	1,776,112	5,804,154	6,309,740	323,993	181,593	97.12
Grand Total, 1986 Budget	1,849,553	5,552,808	6,152,935	376,330	223,797	96.36



DEPARTMENT: TRANSPORTATION  
PROGRAM : THE CANADA COACH LINES LTD.  
ACTIVITY : DEPARTMENT BUDGET SUMMARY

ACCOUNT	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	% INC/(DECR) TO 1987 BUDGET
EXPENDITURES							
	ADMINISTRATION	1,068,925	1,084,644	1,112,926	(132,726)	980,200	-8.30%
	MAINTENANCE	1,528,850	1,663,772	1,622,900	0	1,622,900	6.15%
	OPERATIONS	2,196,690	2,401,509	2,501,600	9,000	2,510,600	14.29%
	DIRECT SERVICE	991,275	1,161,807	1,191,100	35,000	1,226,100	23.69%
	CAPITAL ACQUISITIONS	524,000	524,753	498,000	0	498,000	-4.96%
	TOTAL EXPENDITURES	6,309,740	6,836,485	6,926,526	(88,726)	6,837,800	8.37%
REVENUES							
	ROUTE LINE SERVICE	2,087,500	2,105,835	2,194,000	0	2,194,000	5.10%
	CHARTERS	2,760,000	2,993,452	3,125,500	0	3,125,500	13.24%
	FUN TREK TOURS	85,000	79,878	80,000	0	80,000	-5.88%
	GRAYLINE HAM-BURL	59,000	46,362	41,500	0	41,500	-29.66%
	GRAYLINE NIA. FALLS	315,000	508,226	495,000	0	495,000	57.14%
	RACETRACK	165,000	151,222	154,000	0	154,000	-6.67%
	COACH RENTALS	60,000	75,333	75,000	0	75,000	25.00%
	EXPRESS	90,000	92,315	85,000	0	85,000	-5.56%
	OTHER	52,654	168,085	79,100	0	79,100	50.23%
	SUBSIDIES	268,245	263,281	253,463	0	253,463	-5.51%
	FLAMBOROUGH ROUTE AGREEMENT	55,748	55,085	55,223	0	55,223	N/A
	COMMISSIONS EARNED	130,000	126,917	130,000	(90,000)	40,000	-69.23%
	TRANSFERS TO/FROM RESERVES	0	(11,099)	70,000	0	70,000	N/A
	TOTAL REVENUE	6,128,147	6,654,892	6,837,786	(90,000)	6,747,786	10.11%
	TO BE MET - GENERAL LEVY	181,593	181,593	88,740	1,274	90,014	-50.43%





THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH  
1988 CURRENT BUDGET

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DEPARTMENT: TRANSPORTATION/CCL  
ACTIVITY: ADMINISTRATION

STATEMENT OF PROPOSE:

To provide personnel and resource management for the Financial section and overall direction of:

- the maintenance and development of effective accounting and financial control systems
- the provision of relevant financial information to management (the Region) and committee
- recommendations to management and committee on financial matters
- current and capital budget development
- computer, data and word processing systems development and operations
- purchasing and support services
- insurance policies and administration
- personnel

OBJECTIVES:

- To ensure emphasis on departmental priority planning.
- To ensure appropriate resource deployment.
- To review documentation of financial policies and modification, where necessary and approved.
- To increase additional resource information for management report needs for the present and future.
- To provide an increased level of personnel services.



DEPARTMENT:TRANSPORTATION  
PROGRAM :THE CANADA COACH LINES LTD.  
ACTIVITY :ADMINISTRATION-SUMMARY

ACCOUNT	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	% INC/(DECR) TO 1987 BUDGET
101	ADMINISTRATION	360,300	368,348	373,000	0	373,000	3.52%
102	PAYROLL	26,000	26,000	26,000	0	26,000	0.00%
103	CASH MANAGEMENT	9,200	9,200	2,100	0	2,100	-77.17%
104	SYSTEMS	5,900	6,736	7,100	0	7,100	20.34%
105	HUMAN RESOURCES	23,000	23,000	25,000	0	25,000	8.70%
106	SAFETY SERVICE	10,000	10,000	10,000	0	10,000	0.00%
108	PERSONNEL	11,000	11,000	11,000	0	11,000	0.00%
601	CHARTERS AND TOURS	126,000	119,756	124,200	0	124,200	-1.43%
602	CHARTER SALES GROUP	144,500	163,056	167,500	29,000	196,500	35.99%
603	N.F. SALES GROUP	235,025	242,459	248,426	(161,726)	86,700	-63.11%
605	TERMINAL KIOSK	13,000	14,387	12,600	0	12,600	-3.68%
701	MARKETING	25,000	21,228	23,000	0	23,000	-8.00%
705	CUSTOMER SERVICE	80,000	69,474	83,000	0	83,000	3.75%
TOTAL ADMINISTRATION		1,068,925	1,084,644	1,112,926	(132,726)	980,200	-8.30%

CHANGES:

		BUDGET IMPACT	ANNUALIZED IMPACT
602	ADD 1 SALES PERSON FOR HALTON AREA	29,000	38,000
603	CLOSURE OF NIAGARA FALLS TICKET OFFICE OPERATION MARCH 1/88	(161,726)	(220,000)



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH  
1988 CURRENT BUDGET

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DEPARTMENT: TRANSPORTATION/CCL  
ACTIVITY: MAINTENANCE

STATEMENT OF PURPOSE:

To provide the Canada Coach Lines with maintenance and repair services for vehicles, bus stops, utility systems and inventory stores through the efficient use of human and material resources.

OBJECTIVES:

- To improve fleet reliability.
- To provide more efficient road call service.
- To improve preventative maintenance.
- To improve bus cleaning levels and procedures.
- To establish performance indicators.





DEPARTMENT: TRANSPORTATION  
 PROGRAM : THE CANADA COACH LINES LTD.  
 ACTIVITY : MAINTENANCE SUMMARY

ACCOUNT	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	% INC/(DECR) TO 1987 BUDGET
413	INTERNAL MAINTENANCE	1,288,200	1,384,086	1,355,800	0	1,355,800	5.25%
415	EXTERNAL MAINTENANCE	240,650	279,686	267,100	0	267,100	10.99%
	TOTAL MAINTENANCE	1,528,850	1,663,772	1,622,900	0	1,622,900	6.15%



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH  
1988 CURRENT BUDGET

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DEPARTMENT: TRANSPORTATION/CCL  
ACTIVITY: OPERATIONS

STATEMENT OF PURPOSE:

To transport people in a safe, efficient and orderly manner.

- to ensure that the services are provided in accordance with the schedules and routes established by the System.
- to administer the day-to-day tasks of transit service as it relates to drivers, route inspectors and supervisors.

OBJECTIVES:

To provide the best possible transit service using the most efficient methods of allocation personnel and equipment.



DEPARTMENT: TRANSPORTATION  
PROGRAM : THE CANADA COACH LINES LTD.  
ACTIVITY : OPERATIONS SUMMARY

ACCOUNT	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	% INC/(DECR) TO 1987 BUDGET
501	ADMINISTRATION	20,500	20,447	20,500	0	20,500	0.00%
502	SUPERINENDENCE	50,445	52,027	51,600	0	51,600	2.29%
503	DISPATCHERS	141,735	140,025	146,300	0	146,300	3.22%
505	OPERATORS	1,984,010	2,189,010	2,283,200	9,000	2,292,200	15.53%
	TOTAL OPERATIONS	2,196,690	2,401,509	2,501,600	9,000	2,510,600	14.29%

CHANGES:

		BUDGET IMPACT	ANNUALIZED IMPACT
505	TOUR GUIDE CONTRACTED SERVICE	9,000	9,000





THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH  
1988 CURRENT BUDGET

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DEPARTMENT: TRANSPORTATION/CCL  
ACTIVITY: DIRECT SERVICES

STATEMENT OF PURPOSE:

To provide to the public accommodations and admittance for events at the least cost.  
To ensure accessible agencies to the public for CCL information.

OBJECTIVES:

To increase charter and tour usage through better cost efficient accommodations.  
To ensure proper utilization of agency awareness.



DEPARTMENT: TRANSPORTATION  
PROGRAM : THE CANADA COMCH LINES LTD.  
ACTIVITY : DIRECT SERVICE-SUMMARY

ACCOUNT	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	% INC/(DECR) TO 1987 BUDGET
901	LINE SERVICE	316,300	332,926	314,400	35,000	349,400	10.46%
920	CHARTER SERVICE	546,050	671,161	734,100	0	734,100	34.44%
	SIGHTSEEING SERVICE	26,125	45,588	36,700	0	36,700	40.48%
970	TOTAL RACETRACK	49,500	50,115	50,500	0	50,500	2.02%
971	TOTAL FUN TREK TOURS	53,300	62,017	55,400	0	55,400	3.94%
	TOTAL DIRECT SERVICE	991,275	1,161,807	1,191,100	35,000	1,226,100	23.69%

CHANGES:		BUDGET IMPACT	ANNUALIZED IMPACT
901	CLOSURE OF NIAGARA FALLS TERMINAL	35,000	42,000



DEPARTMENT: TRANSPORTATION  
 PROGRAM : THE CANADA CONCH LINES LTD.  
 ACTIVITY : CAPITAL ACQUISITIONS

ACCOUNT	DESCRIPTION						% INC/(DECR)
		1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	TO 1987 BUDGET
	INTERNAL DEBT	422,000	423,153	452,500	0	452,500	7.23%
	CAPITAL ACQUISITIONS	102,000	101,600	45,500	0	45,500	-55.39%
	TOTAL CAPITAL ACQUISITIONS	524,000	524,753	498,000	0	498,000	-4.96%

NOTES:

REDUCTION IN CAPITAL ACQUISITION EXPENSE DUE TO MATURING OF LEASES FOR 2 BUSES PURCHASED IN 1984





DEPARTMENT: TRANSPORTATION  
PROGRAM : THE CANADA COACH LINES LTD.  
ACTIVITY : REVENUES SUMMARY

ACCOUNT	DESCRIPTION	1987 BUDGET	1987 ACTUAL	1988 EXISTING	1988 CHANGE	1988 BUDGET	% INC/(DECR) TO 1987 BUDGET
	LINE SERVICE	2,087,500	2,105,835	2,194,000	0	2,194,000	5.10%
	CHARTERS	2,760,000	2,993,452	3,125,500	0	3,125,500	13.24%
	FUN TREK TOURS	85,000	79,878	80,000	0	80,000	-5.88%
	GRAYLINE HAM-BURL	59,000	46,362	41,500	0	41,500	-29.66%
	GRAYLINE NIA. FALLS	315,000	508,226	495,000	0	495,000	57.14%
	RACETRACK	165,000	151,222	154,000	0	154,000	-6.67%
	COACH RENTAL	60,000	75,333	75,000	0	75,000	25.00%
	EXPRESS	90,000	92,315	85,000	0	85,000	-5.56%
	OTHER	52,654	168,085	79,100	0	79,100	50.23%
	SUBSIDIES	323,993	318,366	308,686	0	308,686	-4.72%
	COMMISSIONS EARNED	130,000	126,917	130,000	(90,000)	40,000	-69.23%
	TRANSFERS TO/FROM RESERVES	0	(11,099)	70,000	0	70,000	N/A
	TOTAL REVENUES INCL SUBSI	6,128,147	6,654,892	6,837,786	(90,000)	6,747,786	10.11%

IMPACTS	BUDGET IMPACT	ANNUALIZED IMPACT
COMMISSIONS EARNED - LOSS DUE TO CLOSURE OF N.F. TERMINAL	90,000	108,000







January 14, 1988

REPORT TSC 88-3

To The Chairman and Members of the  
Transportation Services Committee

Re: DARTS 1988 Current Budget

Origin:

Please find enclosed the 1988 Budget request as submitted by DARTS and summarized on Table 1.

Analysis:

It is most difficult and perhaps unfair to present this budget in accordance with the normal practice of comparing expenditures on a budget to budget basis. The 1987 budgeted Regional Grant was \$661,800 but during the year the Region approved a further \$76,000 on top of that amount. Additionally the ridership demand has far outstripped the projections and indeed \$54,000 or 24% more trips were delivered in 1987 as compared to 1986. Presentation of a budget request with this kind of background cannot be viewed in the normal way.

Constrained vs. Demand Service Level:

Council has two basic alternatives, namely impose a budget limitation or provide a service responsive to the transportation needs of the disabled community. The former involves a Regional Grant increase of approximately \$100,000 and the latter of \$200,000. Given that the constrained approach would not only put a freeze on new registrants but would also require the elimination of service on Saturday, this alternative is not viable. Accordingly the only other alternative is to pick one of the demand responsive options (2, 3 or 4). Since the dollar difference between the three options is relatively small but the increase in quality of service is significant the DARTS request for Option 4 is reasonable.

continued...





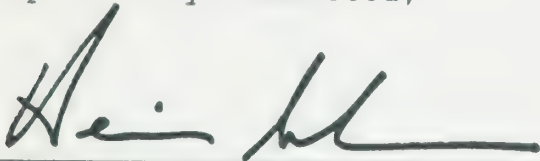
Policy Matters:

In their presentation the Board of Directors are requesting two alternative policies compared to those adopted by the Region. Currently our policy is that there should not be a waiting list. If option 4 is approved, the likelihood of the need for a waiting list is lessened in 1988. From an "equality of access" perspective we still support the present policy. However, since that policy was only adopted in December of 1987 and hasn't been tested over time, we recommend that this policy be reviewed again in one year's time. Likewise, the present policy is that DARTS should have a trip acceptance rate of no lower than 95%. This would mean that if the refusal rate is higher than 5% then consideration should be given for a higher level of service. The DARTS Board of Directors are requesting that the criteria be increased to 100% or in other words everyone is guaranteed a ride in accordance with their trip request. This is financially not possible nor practical since all resources would have to be geared for peak demand. The trade-off that they are suggesting is the establishment of a waiting list. We again recommend that the present policy remain intact but be reviewed again in one year's time.

Recommendations:

1. That the budget request of DARTS for a Regional Grant of \$888,485.00 as detailed in their Option 4 presentation be approved and referred to the Finance and Personnel Committee.

Respectfully submitted,



H. O. Schweinbenz  
Commissioner of Transportation

HOS/db



TABLE 1

## DISABLED AND AGED REGIONAL TRANSIT SYSTEM - 1988 BUDGET SUMMARY

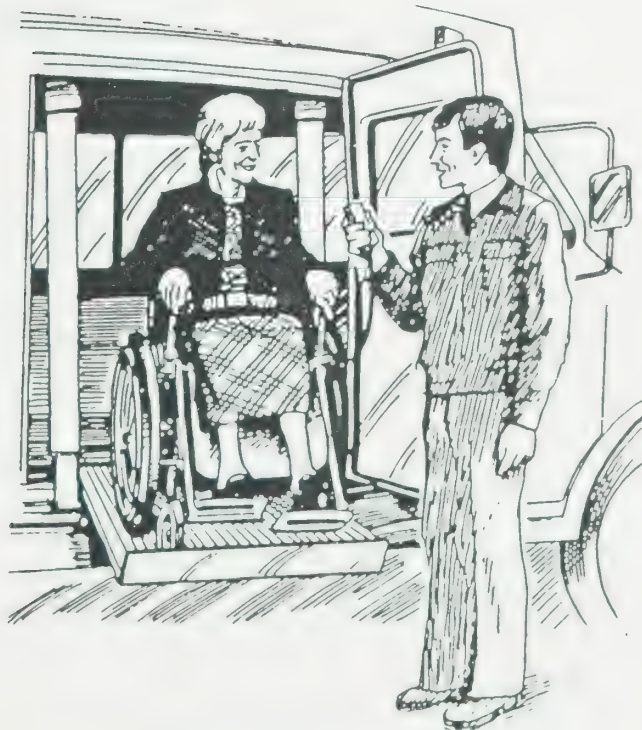
	1986 <u>ACTUAL</u>	1987 <u>BUDGET</u>	1987 <u>PROBABLE ACTUAL</u>	1988 <u>REQUEST OPTION 4</u>
<u>SERVICE RELATED EXPENDITURES</u>				
Drivers Wages	777,382	895,000	1,000,000	1,116,900
Employee Benefits	106,297	156,400	161,000	203,800
Worker's Compensation	27,935	33,100	33,000	44,000
Uniforms	2,736	3,000	5,000	4,000
Employee Training	--	3,500	--	3,500
Gas & Oil	106,378	117,000	133,000	144,500
Vehicle Repairs	139,844	137,900	146,000	165,700
Communication	8,946	10,600	8,000	9,600
Insurance	60,057	80,855	73,000	81,100
Licenses & Permits	4,441	4,600	5,000	4,700
Depreciation	116,726	95,792	96,000	105,600
Purchases of Services	502,546	523,175	800,000	1,043,300
SUB-TOTAL	<u>1,853,288</u>	<u>2,060,922</u>	<u>2,460,000</u>	<u>2,926,700</u>
<u>OVERHEAD</u>				
Salaries	146,524	181,000	177,000	190,000
Telephone	11,169	13,800	10,000	12,500
Postage	5,220	7,000	6,000	6,200
Printing & Stationery	18,583	16,000	18,000	16,000
Office Supplies	6,973	5,300	7,000	6,500
Office Equipment	3,299	4,000	4,000	4,200
Computer Service	3,394	4,000	1,000	1,000
Maintenance - Premises	15,549	20,300	24,000	19,300
Rent	12,696	13,500	13,000	14,500
Travel	1,391	3,000	2,000	3,000
Legal & Audit	14,758	6,000	6,000	10,200
Miscellaneous	15,277	16,500	13,000	16,500
SUB-TOTAL	<u>254,833</u>	<u>290,400</u>	<u>281,000</u>	<u>299,900</u>
TOTAL EXPENDITURES	<u>2,108,121</u> =====	<u>2,351,322</u> =====	<u>2,741,000</u> =====	<u>3,226,600</u> =====
<u>REVENUES</u>				
MTC Subsidy	1,157,488	1,256,722	1,490,000	1,758,815
Agencies	244,038	235,000	250,000	270,000
Passengers	159,491	164,300	228,000	260,800
Charters	27,781	30,000	35,000	45,000
Other	9,900	3,500	--	3,500
TOTAL REVENUES	<u>1,598,698</u> =====	<u>1,689,522</u> =====	<u>2,003,000</u> =====	<u>2,338,115</u> =====
Region Grant	509,423	661,800	738,000	888,485
Livery Trips	116,230	123,100	137,000	157,300
DARTS Trips	106,773	115,000	140,000	151,500
TOTAL	<u>223,003</u>	<u>238,100</u>	<u>277,000</u>	<u>308,800</u>



D.A.R.T.S.

1988

BUDGET



*A special transportation  
service for disabled and elderly citizens  
of Hamilton-Wentworth*







DISABLED & AGED REGIONAL TRANSIT SYSTEM

Telephone 529-1212

Mr. Robert Wade, Chairman  
Transportation Services Committee  
Regional Municipality of  
Hamilton-Wentworth  
P.O. Box 910  
Hamilton, Ontario  
L8N 3V9

January 6, 1988

Dear Mr. Wade:

"If it wasn't for D.A.R.T.S. I would spend my life looking at four walls."

That heartfelt expression of thanks at the recent Public Information evening was a moving tribute to the commitment of you and your colleagues on the Transportation Services Committee and Regional Council. The Directors and Staff fully share the passengers' gratitude for your continuing dedication. Without it, she and many hundreds of others would almost literally be imprisoned within four walls.

As volunteer Directors we naturally welcome such passenger comments as a rich reward for our time and effort. But more than that, they strengthen our commitment to be worthy of the responsibility we have accepted on your behalf.

It is in that spirit that we respectfully submit budget recommendations for 1988 together with supporting documentation which we feel is our responsibility to provide to assist you in your funding decision.

As you will note, we have outlined the service implications of four alternative levels of funding. It is our hope and belief that you and your colleagues will share our conviction that Option 4 is required to meet expanding community needs and expectations.

We make that recommendation after thorough analysis and soul searching and with considerable reluctance. We recognize that Regional Council has provided significant year - over - year increases and that your commitment to D.A.R.T.S. service must be balanced with other priorities. However, we would be falling short of our responsibility as Directors if we recommended a less realistic response to the needs of individual passengers as well as consumer groups, agencies, hospitals and other community institutions.

We look forward to discussing the following information and recommendations at your earliest convenience.

Kindest personal regards,

A handwritten signature in dark ink, appearing to read "Harrison Arrell".  
Harrison Arrell  
President

HA:mbp

c.c. H. Schweinbenz  
G. Lawson



CONTENTS

## Executive Summary

1. Background And Documentation
2. Four Funding Options With Service Implications
3. Five Year Capital Budget
4. Comparison With Other Parallel Transit Systems
5. Comments by the Regional Advisory Committee for the Physically Disabled on Delcan Report



## EXECUTIVE SUMMARY

### 1988 Budget Option

- o Service implications for 1988 Budget alternatives are outlined in detail following each Option.
- o It is assumed that the base for 1988 includes the 1987 deficit of \$76,000. caused by the change from Veterans Taxi to Jenc. Transit Inc. This was approved by the Regional Transportation Services Committee.
- o The collective agreement will expire June 30, 1988 and we cannot accurately forecast the increase in wages and benefits.
- o New Provincial Pension legislation which entitles part-time employees to participate in the OMERS Pension Plan could increase costs by approximately \$21,000. This has been incorporated in our submission.
- o No matter what option is selected, D.A.R.T.S. runs cheaper than any service with unionized operators.
- o Option 1 - 4.5% Region Grant increase to \$771,000 would force the elimination of Saturday service (20,900 trips).
- o Option 2 - 16.8% Region Grant increase to \$861,785 would retain Saturday service and permit 48,900 additional trips over Option 1 and serve some new programs sponsored by self-help groups and other organizations.
- o Option 3 - 18.4% Region Grant increase to \$873,270 will permit 2,600 trips over Option 2. Service hours will commence at 8:00 a.m. instead of 9:30 a.m. on Saturday, Sunday and Statutory holidays for employment as well as early shopping and church attendance. This request is to expand the quality of service rather than level of service.
- o Option 4 - 20.4% Region Grant increase to \$888,485 will permit 1,200 trips over Option 3. Service hours will also be extended in the evenings on Friday and Saturday from 11:00 p.m. to 1:00 a.m. Once again, this request is to expand the quality of service rather than level of service.
- o The Board of Directors on behalf of its 5,800 passengers recommends the adoption of Option 4.



## BACKGROUND AND DOCUMENTATION





## BACKGROUND AND DOCUMENTATION

### Public Information Evening on Delcan Study

The Directors are grateful to the Regional Transportation Committee for sponsoring the Public Meeting at City Hall on Thursday, November 26 as well as for the encouraging expressions of support by Committee members and passengers. Our only wish is that even more passengers had attended. As we have so often stated we welcome ideas, suggestions and even complaints from those who understand the quality of service from first hand experience. Over the years our passengers have shared in developing a service that all of us in Hamilton-Wentworth can be proud of - as evident from the favourable comparisons with other systems highlighted in the Delcan Report.

While such positive comments are very reassuring to the Directors and staff we feel we must offer a dissenting viewpoint on several Delcan observations. We will outline those concerns here as well as our response to questions raised by passengers at the Public Information Meeting.

### Passenger Input

As indicated above we look for every opportunity to involve passengers in the development of their service. For that reason we have four wheelchair passengers on our Board of Directors. It was suggested at the Public Meeting that an ambulatory passenger could bring another point of view to Board discussions and we will pursue that recommendation.

We will also follow-up on the suggestion that passenger meetings should be publicized on radio for the benefit of passengers who are visually as well as mobility impaired and cannot read our Newsletter. In addition, we will continue discussions with the C.N.I.B. regarding a brail edition of the Newsletter, and explore the cost and feasibility of distributing the Newsletter in cassette form for those who cannot read brail.

### Extended Service Hours

At the Public Information Meeting as well as from passenger meetings, the need for extended hours has been stated. The Directors and staff after extensive consideration have included extended service hours in the Option 3 and Option 4 budget proposal.

### Growth in Passenger Registration

Since January 1987 we have processed some 1,200 new applications of whom forty percent are in wheelchairs. This twenty-five percent increase in passenger registrants brings us close to 5,800 passengers.



### Projected Growth

Based on the current trend and a clear indication of continuing growth in demand, we must disagree with the view expressed in the Delcan Report that D.A.R.T.S. is now approaching maturity, and should budget for only modest growth in registrations and trips in our 5 Year Plan.

We expect that the number of applications for D.A.R.T.S. registrations will increase by at least another 15% this year and probably more. We see no reason to expect any significant reduction in the demand growth rate over the next several years.

For one reason the aging population trend will bring additional needs. Equality legislation together with more enlightened social attitudes, will encourage more and more disabled people to achieve the goal of equality and independence our community subscribed to during the International Year of Disabled Persons. In addition, more and more Health Care Organizations and self-help groups are becoming increasingly dependent on D.A.R.T.S. transportation for their programs and services. V.O.N. is finalizing plans for a new program which will depend on our ability to provide upto 30 additional passenger trips per day. The Hamilton Stroke Recovery group has indicated that as many as 600 of its members will be applying for passenger registration. Because even current demand exceeds our resources, we have very little flexibility in responding to such new needs.

Our expectation of a continuing increase in service demand is shared by the Regional Advisory Committee for the Physically Disabled, which includes representation from many community organizations. The Committee has stated that the growth trend will almost certainly be far closer to the rate expressed in the D.A.R.T.S. 5 Year Plan, than suggested in the Delcan Report.

Of course, our planning assumption carries major funding implications, and as always we seek your direction on how D.A.R.T.S. can address this issue.

### Waiting List

The Delcan Report recommended that there should be no waiting list for registration, and that D.A.R.T.S. should attempt to offer service to all eligible applicants.

After analyzing the Report, the Regional Advisory Committee for the Physically Disabled expressed a different view which is fully endorsed by our Board of Directors:

"While supporting the commitment to meet the transportation needs of all who qualify for D.A.R.T.S. service, our Committee would recommend against accepting all passenger applications, if the number of applications exceeds D.A.R.T.S. resources to the extent that there would be an increase in refusal rate, stand-by list and a decline in the quality of service for all registered passengers."





### Trip Refusals

In commenting on trip refusals the Study called for an acceptance rate of 5%.

The Regional Advisory Committee for the Physically Disabled stated: "These targets are rather arbitrary for trip refusal rates and D.A.R.T.S. should attempt to meet 100% of requests, and as mentioned previously, develop a waiting list when this is not possible."

That view is supported by our Board of Directors.

### Eligibility

As you know the recent Throne Speech indicated that the provincial definition for parallel transit service will be modified and will compare with the D.A.R.T.S. criteria. That commitment which will no doubt be reflected in MTC policy will resolve an issue which has been of concern to both yourselves and our Board of Directors for the past several years.

### Cost of Ambulatory Service

One of the performance targets stated in the Delcan Study calls for taxi service at \$4.25 per trip for ambulatory passengers. Events have shown that \$4.25 is an unrealistically low rate that forced Veterans taxi to withdraw from its contract. We are convinced that the rate of \$6.25 specified in our new contract is fair and reasonable to both parties and has enabled JENC Transit Inc. to provide the quality of service our ambulatory passengers deserve and have been quick to praise.

### Complaint Committee

The balance of passenger compliments and complaints reflects the continuing improvement in the quality of service. For example, in November 1987 D.A.R.T.S. received 8 passenger complaints and 8 compliments. That number of complaints could be regarded as nominal in view of the fact that D.A.R.T.S. provided 26,822 personalized pre-scheduled door-to-door trips during that month. However in our view even one complaint is one too many and we continue to do everything possible to fully satisfy passenger concerns.

For that reason in June 1987 the Board of Directors established a Complaints Committee which consists of several Directors and registered passengers as well as management. This Committee meets bi-monthly to review all complaints and the steps that have been taken to prevent reoccurrence. Passengers are invited to meet with the Committee to discuss any concerns which they feel have not been fully resolved through our regular complaints procedure. Thus far only one passenger has chosen to do so. Our discussion with her was very productive in that it led to a refinement of several procedures. We will continue to invite passengers to meet with the Complaints Committee in our





Newsletter and to take advantage of the opportunity to express their views at the regular passenger meetings.

We were very pleased to learn at the Public Information evening that members of the Transportation Services Committee are now receiving fewer complaints than in the past. That parallels our current experience as well. While letters are an encouraging trend we are far from complacent. Even one complaint is one too many!

### Efficiency and Cost-Effectiveness

The improving level of customer satisfaction is all the more gratifying because this increasingly responsive service is outstandingly cost efficient as well. That fact is highlighted in the Delcan Report which favourably compares D.A.R.T.S. with parallel transit systems in other Ontario cities of comparable population. (See Exhibit - Comparison to Other Municipalities.)

The Directors want to take this opportunity to congratulate the management and staff of D.A.R.T.S. for achieving the not always compatible goals of quality and economy. We also want to express appreciation for the guidance and support we have received over the years from elected members of the Transportation Services Committee as well as from Mr. Schweinbenz and Regional staff.

### BUDGET ASSUMPTIONS

Our Committees and Board have spent a great deal of time in analyzing and reviewing the implications of our Budget submission. The following are some assumptions that have a major impact on our 1988 Budget.

#### Revenues

Our budget alternatives are predicated on the assumption that the D.A.R.T.S. fare for unsponsored passengers will be maintained at the HSR adult non-discounted fare rate of \$1.05. The recent 5¢ increase generates an additional \$12,000 in D.A.R.T.S. revenue. The Directors are committed to the concept of fare parity, since it expresses the philosophy of equality and also it would be a hardship for many of our passengers to pay a fare, which more closely approximated the cost of service.

#### Subsidy

MTC subsidy is currently a formula consisting of four parts:

- a) 25% of the eligible expenditures (excluding depreciation and livery service) plus
- b) 30% of livery service plus
- c) \$3.00 per trip, (1987 it was \$2.85 per trip) plus
- d) 50% for capital expenditures excluding computers which is at 75%



We will make representation to the Minister of Transportation and Communications that the subsidy for 1988 onwards be increased as follows:

- a) and b) above remains unchanged
- c) above to be increased to \$4.00 per trip from a proposed \$3.00 per trip
- d) above all capital expenditures be increased to 75%

We have also suggested that other Ministries cost-share with the MTC or make adequate allowance for transportation services when programs are established and look to the Honourable Minister to provide this leadership role with his Cabinet colleagues.

It is our feeling that these suggestions will be given due consideration.

The total MTC subsidy under Option 4 is \$1,758,815 (54.5%) of total budget, or 66.4% of net cost (expenditures less revenues).

The Region Grant under Option 4 is 27.5% of our total budget. (See Exhibit - Comparisons to Other Systems, in particular municipal portions.)

#### Agency Sponsored Trips

We anticipate some conversion of agency sponsored trips to unsponsored trips which may indeed lead to a shortfall in revenues. The Study advocated cost-recovery for agency sponsored trips. We will make our best attempts to follow this guideline.

#### Expenditures

Our collective agreement with the Union (two and one half years) expires on June 30, 1988. We have assumed settlement of wages within inflation. Any significant changes to this assumption will result in increased costs.

All other expenditures have been costed in detail and reflect the level of service to be provided.

We took major steps last year to further improve the efficiency and quality of D.A.R.T.S. service. Among others these included the use of livery vehicles (mini-vans) to supplement D.A.R.T.S. vehicles. This made it possible to provide 32,000 additional trips.

We will continue to look for every opportunity to constrain costs while continuing to improve the level and quality of service.

As you consider the budget alternatives outlined on the following pages we have no doubt you will look beyond the numbers to feel the difference your decision will make to the lives of many people in our community.




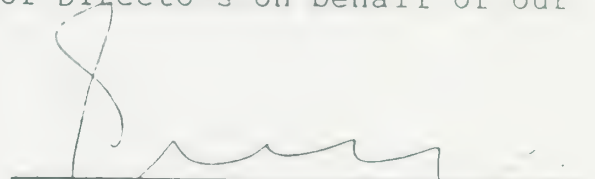
As elected representatives you have the opportunity and we respectfully suggest the responsibility to fulfill the commitment expressed by the Regional Government when it founded D.A.R.T.S. in 1976 and which you and your colleagues and predecessors have so admirably supported over the past decade.


"The Region desires to provide a public transportation system for disabled persons which term includes any individual who is unable to use regular transportation with dignity due to a disability."

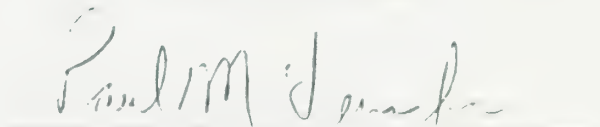
However strong our personal commitment as Community volunteers, we have always recognized the future of D.A.R.T.S. is essentially a political decision. Whatever your decision may be, you can be sure that the Directors, Management and Staff of D.A.R.T.S. will continue to do everything possible to meet the transportation needs of the citizens we are committed to serve on your behalf.

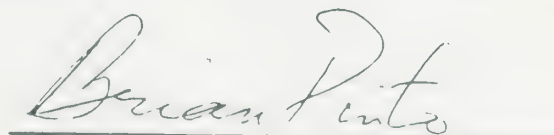
Respectfully submitted by the Board of Directors on behalf of our 5,800 passengers:

  
Harrison Arrell  
President

  
Norman Corfe  
Past President

  
Peter Hampson  
Vice President

  
Paul McLenachan  
Treasurer

  
Brian Pinto  
Executive Director

Harry Buckle

Leo Laviolette

Ivan Cairns

Eric McGhie

Councillor Geraldine Copps

Andy Phillips

Marilyn Davis

Ross Robinson

Ernest Feher

Ruth Selby

Councillor John Gallagher

Derek Watters

Larry Hall

Chester Waxman

Fred Irwin





•

OPTION 1





Option 1: Regional Guidelines - 4.5%

- o 1987 Regional allocation - \$661,800 + \$76,000<sup>\*</sup> = \$737,800
- o 1988 Regional allocation - \$771,000
- o Complies with a 4.5% increase (\$33,200)

Option 1: Service Implications

1. Service reduction from 1987 by 20,900 passenger trips - elimination of Saturday service.
2. No acceptance of new passenger registrants in 1988 and develop a waiting list.
3. No expansion of service to meet the demand of organizations and self-help groups.
4. No expanded hours of service.

5. Livery trips:

Jan - Mar	32,000	trips @ \$6.25/trip	= \$200,000
Apr - Dec	97,100	trips @ \$6.75/trip	= 655,425
	129,100		\$855,425

\* We have assumed that the \$76,000 deficit in 1987 is included in our base for 1988. This was approved by the Regional Transportation Services Committee subject to the approval from the Minister. A delegation including the Regional Chairman, members of the TSE and ourselves met with the Minister on November 19, 1987.



DISABLED AND AGED REGIONAL TRANSIT SYSTEM

BUDGET - 1988

	<u>Actual</u> <u>1986</u>	<u>Budget</u> <u>1987</u>	<u>Unaudited</u> <u>1987</u> <u>(000's)</u>	<u>Option 1</u> <u>4.5%</u>
<u>EXPENDITURES</u>				
Driver Wages	777,382	895,000	1,000	907,200
Employee Benefits	106,297	156,400	161	186,600
Workers' Compensation	27,935	33,100	33	37,500
Uniforms	2,736	3,000	5	2,700
Employee Training	--	3,500	--	3,500
Gas & Oil	106,378	117,000	133	122,300
Vehicle Repairs	139,844	137,900	146	147,400
Communications	8,946	10,600	8	9,000
Insurance	60,057	80,855	73	77,900
Licenses & Permits	4,441	4,600	5	4,500
Depreciation	116,726	95,792	96	98,000
Purchase of Service	502,546	523,175	800	855,400
<b>Sub-Total</b>	<u>1,853,288</u>	<u>2,060,922</u>	<u>2,460</u>	<u>2,452,000</u>
<u>OVERHEAD</u>				
Salaries	146,524	181,000	177	190,000
Telephone	11,169	13,800	10	11,700
Postage	5,220	7,000	6	5,500
Printing & Stationery	18,583	16,000	18	15,800
Office Supplies	6,973	5,300	7	6,300
Office Equipment	3,299	4,000	4	4,000
Computer Service	3,394	4,000	1	1,000
Maintenance - Premises	15,549	20,300	24	19,300
Rent	12,696	13,500	13	14,500
Travel	1,391	3,000	2	3,000
Legal & Audit	14,758	6,000	6	10,200
Miscellaneous	15,277	16,500	13	16,500
<b>Sub-Total</b>	<u>254,833</u>	<u>290,400</u>	<u>281</u>	<u>297,800</u>
<b>TOTAL EXPENDITURES</b>	<u>2,108,121</u>	<u>2,351,322</u>	<u>2,741</u>	<u>2,749,800</u>
<u>REVENUES</u>				
MTC Subsidy	1,157,488	1,256,722	1,490	1,474,020
Agencies	244,038	235,000	250	270,000
Passengers	159,491	164,300	228	194,600
Charters	27,781	30,000	35	36,700
Other	9,900	3,500	--	3,500
<b>TOTAL REVENUES</b>	<u>1,598,698</u>	<u>1,689,522</u>	<u>2,003</u>	<u>1,978,820</u>
Region Grant	509,423	661,800	738	770,980
Livery Trips	116,230	123,100	137,000	129,100
D.A.R.T.S. Trips	<u>106,773</u>	<u>115,000</u>	<u>140,000</u>	<u>127,000</u>
<b>TOTAL</b>	<u>223,003</u>	<u>238,100</u>	<u>277,000</u>	<u>256,100</u>



OPTION 2





## Option 2: Service Based on Demand

- o 1987 Regional allocation - \$661,800 + \$76,000 = \$737,800
- o 1988 Regional allocation - \$861,785
- o 16.8% increase (\$123,985) in Regional allocation

This will permit a 15.2% increase in expenditures over Option 1, attributable to:

- Three additional vehicles plus one replacement vehicle increasing the fleet from 25 + 4 spares to 28 + 4 spares.
- New pension benefits for part-time employees as legislated by the Ontario Pension Benefits Act.
- Wage rates used are within Regional guidelines. The Collective Agreement expires June 30, 1988 - hence we cannot accurately forecast the increase in wages and benefits.

## Option 2: Service Implications

1. Based on demand we anticipate a 20% to 25% increase in passenger registrants. Some 28,000 additional trips (10.1% increase) will be provided over 1987.
2. At this service level the expanded service will permit some new programs from organizations and self-help groups to come on stream in 1988.
3. No expanded hours of service and a waiting list for new applicants may be necessary once financial and vehicle capacities have been reached.

### 4. Livery trips:

Jan - Mar	37,400 trips @ \$6.25/trip =	\$233,750
Apr - Dec	117,600 trips @ \$6.75/trip =	793,800
	155,000	\$1,027,550

We have assumed that the \$76,000 deficit in 1987 is included in our base for 1988. This was approved by the Regional Transportation Services Committee subject to the approval from the Minister. A delegation including the Regional Chairman, members of the TSE and ourselves met with the Minister on November 19, 1987.



DISABLED AND AGED REGIONAL TRANSIT SYSTEM

BUDGET - 1988

	<u>Actual</u> <u>1986</u>	<u>Budget</u> <u>1987</u>	<u>Unaudited</u> <u>1987</u> <u>(000's)</u>	<u>Option 2</u> <u>Service Base</u> <u>on Demand</u>
<u>EXPENDITURES</u>				
Driver Wages	777,382	895,000	1,000	1,080,800
Employee Benefits	106,297	156,400	161	202,700
Workers' Compensation	27,935	33,100	33	43,600
Uniforms	2,736	3,000	5	4,000
Employee Training	--	3,500	--	3,500
Gas & Oil	106,378	117,000	133	142,500
Vehicle Repairs	139,844	137,900	146	163,900
Communications	8,946	10,600	8	9,600
Insurance	60,057	80,855	73	81,100
License & Permits	4,441	4,600	5	4,700
Depreciation	116,726	95,792	96	105,600
Purchase of Service	502,546	523,175	800	1,027,800
<b>Sub-Total</b>	<u>1,853,288</u>	<u>2,060,922</u>	<u>2,460</u>	<u>2,869,800</u>
<u>OVERHEAD</u>				
Salaries	146,524	181,000	177	190,000
Telephone	11,169	13,800	10	12,500
Postage	5,220	7,000	6	6,200
Printing & Stationery	18,583	16,000	18	16,000
Office Supplies	6,973	5,300	7	6,500
Office Equipment	3,299	4,000	4	4,200
Computer Service	3,394	4,000	1	1,000
Maintenance - Premises	15,549	20,300	24	19,300
Rent	12,696	13,500	13	14,500
Travel	1,391	3,000	2	3,000
Legal & Audit	14,758	6,000	6	10,200
Miscellaneous	15,277	16,500	13	16,500
<b>Sub-Total</b>	<u>254,833</u>	<u>290,400</u>	<u>281</u>	<u>299,900</u>
<b>TOTAL EXPENDITURES</b>	<u>2,108,121</u>	<u>2,351,322</u>	<u>2,741</u>	<u>3,169,700</u>
<u>REVENUES</u>				
MTC Subsidy	1,157,488	1,256,722	1,490	1,732,415
Agencies	244,038	235,000	250	270,000
Passengers	159,491	164,300	228	257,000
Charters	27,781	30,000	35	45,000
Other	9,900	3,500	--	3,500
<b>TOTAL REVENUES</b>	<u>1,598,698</u>	<u>1,689,522</u>	<u>2,003</u>	<u>2,307,915</u>
Region Grant	509,423	661,800	738	861,785
Livery Trips	116,230	123,100	137,000	155,000
D.A.R.T.S. Trips	106,773	115,000	140,000	150,000
<b>TOTAL</b>	<u>223,003</u>	<u>238,100</u>	<u>277,000</u>	<u>305,000</u>



OPTION 3



Option 3: Option 2 plus Extended Hours (Saturday am, Sunday am)  
★

- o 1987 Regional allocation - \$661,800 + \$76,000 = \$737,800
- o 1988 Regional allocation - \$873,270
- o 18.4% increase (\$135,470) in Regional allocation

This will permit a 16.4% increase in expenditures over Option 1, attributable to:

- Three additional vehicles plus one replacement vehicle increasing the fleet from 25 + 4 spares to 28 + 4 spares.
- New pension benefits for part-time employees as legislated by the Ontario Pension Benefits Act.
- Wage rates used are within Regional guidelines. The Collective Agreement expires June 30, 1988 - hence we cannot accurately forecast the increase in wages and benefits.

Option 3: Service Implications

1. Some 30,600 additional trips (11.0%) will be provided over 1987.
2. The expanded hours of service contemplated are based on passenger requests. Service on Saturday, Sunday, Statutory holidays started at 8:00 a.m. instead of 9:30 a.m.

This expansion of one and one-half hours would permit earlier shopping and church services as well as employment starting at 8:00 a.m.

We anticipate 16 vehicle hours per week will be required to provide these expanded service hours.

3. Some new programs from organizations and self-help groups to come on stream in 1988.
4. A waiting list may be necessary once financial and vehicle capacities are reached.

We have assumed that the \$76,000 deficit in 1987 is included in our base for 1988. This was approved by the Regional Transportation Services Committee subject to the approval from the Minister. A delegation including the Regional Chairman, members of the TSE and ourselves met with the Minister on November 19, 1987.





DISABLED AND AGED REGIONAL TRANSIT SYSTEMBUDGET - 1988

	Actual <u>1986</u>	Budget <u>1987</u>	Unaudited <u>1987</u> (000's)	Option 3 Option 2 plus Extended Hours (Sat am, Sun am)
<u>EXPENDITURES</u>				
Driver Wages	777,382	895,000	1,000	1,097,200
Employee Benefits	106,297	156,400	161	203,300
Workers' Compensation	27,935	33,100	33	43,800
Uniforms	2,736	3,000	5	4,000
Employee Training	--	3,500	--	3,500
Gas & Oil	106,378	117,000	133	143,500
Vehicle Repairs	139,844	137,900	146	164,800
Communications	8,946	10,600	8	9,600
Insurance	60,057	80,855	73	81,100
Licenses & Permits	4,441	4,600	5	4,700
Depreciation	116,726	95,792	96	105,600
Purchase of Service	502,546	523,175	800	1,038,600
<b>Sub-Total</b>	<u>1,853,288</u>	<u>2,060,922</u>	<u>2,460</u>	<u>2,899,700</u>
<u>OVERHEAD</u>				
Salaries	146,524	181,000	177	190,000
Telephone	11,169	13,800	10	12,500
Postage	5,220	7,000	6	6,200
Printing & Stationery	18,583	16,000	18	16,000
Office Supplies	6,973	5,300	7	6,500
Office Equipment	3,299	4,000	4	4,200
Computer Service	3,394	4,000	1	1,000
Maintenance - Premises	15,549	20,300	24	19,300
Rent	12,696	13,500	13	14,500
Travel	1,391	3,000	2	3,000
Legal & Audit	14,758	6,000	6	10,200
Miscellaneous	15,277	16,500	13	16,500
<b>Sub-Total</b>	<u>254,833</u>	<u>290,400</u>	<u>281</u>	<u>299,900</u>
<b>TOTAL EXPENDITURES</b>	<u>2,108,121</u>	<u>2,351,322</u>	<u>2,741</u>	<u>3,199,600</u>
<u>REVENUES</u>				
MTC Subsidy	1,157,488	1,256,722	1,490	1,748,230
Agencies	244,038	235,000	250	270,000
Passengers	159,491	164,300	228	259,600
Charters	27,781	30,000	35	45,000
Other	9,900	3,500	--	3,500
<b>TOTAL REVENUES</b>	<u>1,598,698</u>	<u>1,689,522</u>	<u>2,003</u>	<u>2,326,330</u>
Region Grant	509,423	661,800	738	873,270
Livery Trips	116,230	123,100	137,000	156,600
D.A.R.T.S. Trips	106,773	115,000	140,000	151,000
<b>TOTAL</b>	<u>223,003</u>	<u>238,100</u>	<u>277,000</u>	<u>307,600</u>



OPTION 4



Option 4: Option 3 plus Extended Hours (Friday pm, Saturday pm) \*

- o 1987 Regional allocation - \$661,800 + \$76,000 = \$737,800
- o 1988 Regional allocation - \$888,485
- o 20.4% increase (\$150,685) in Regional allocation

This will permit a 17.3% increase in expenditures over Option 1, attributable to:

- Three additional vehicles plus one replacement vehicle increasing the fleet from 25 + 4 spares to 28 + 4 spares.
- New pension benefits for part-time employees as legislated by the Ontario Pension Benefits Act.
- Wage rates used are within Regional guidelines. The Collective Agreement expires June 30, 1988 - hence we cannot accurately forecast the increase in wages and benefits.

Option 4: Service Implications

1. Some 31,800 additional trips (11.5%) will be provided over 1987.
2. The expanded hours of service contemplated are based on passenger requests.
  - a) Service on Friday, Saturday from 11:00 p.m. to 1:00 a.m.
  - b) Service on Saturday, Sunday, Statutory holidays started at 8:00 a.m. instead of 9:30 a.m.
- a) above: This expansion of two hours would allow the younger disabled to enjoy an evening out and not be compelled to leave abruptly at 11:00 p.m.
- b) above: This expansion of one and one-half hours would permit earlier shopping and church services as well as employment starting at 8:00 a.m.

We anticipate 31 vehicle hours per week will be required to provide these expanded service hours.

3. Some new programs from organizations and self-help groups to come on stream in 1988.
4. A waiting list may be necessary once financial and vehicle capacities are reached.

We have assumed that the \$76,000 deficit in 1987 is included in our base for 1988. This was approved by the Regional Transportation Services Committee subject to the approval from the Minister. A delegation including the Regional Chairman, members of the TSE and ourselves met with the Minister on November 19, 1987.





DISABLED AND AGED REGIONAL TRANSIT SYSTEM

BUDGET - 1988

	Actual 1986	Budget 1987	Unaudited 1987 (000's)	Option 4 Option 3 plus Extended Hours (Fri pm, Sat pm)
<u>EXPENDITURES</u>				
Driver Wages	777,382	895,000	1,000	1,116,900
Employee Benefits	106,297	156,400	161	203,800
Workers' Compensation	27,935	33,100	33	44,000
Uniforms	2,736	3,000	5	4,000
Employee Training	--	3,500	--	3,500
Gas & Oil	106,378	117,000	133	144,500
Vehicle Repairs	139,844	137,900	146	165,700
Communications	8,946	10,600	8	9,600
Insurance	60,057	80,855	73	81,100
Licenses & Permits	4,441	4,600	5	4,700
Depreciation	116,726	95,792	96	105,600
Purchase of Service	502,546	523,175	800	1,043,300
Sub-Total	1,853,288	2,060,922	2,460	2,926,700
<u>OVERHEAD</u>				
Salaries	146,524	181,000	177	190,000
Telephone	11,169	13,800	10	12,500
Postage	5,220	7,000	6	6,200
Printing & Stationery	18,583	16,000	18	16,000
Office Supplies	6,973	5,300	7	6,500
Office Equipment	3,299	4,000	4	4,200
Computer Service	3,394	4,000	1	1,000
Maintenance - Premises	15,549	20,300	24	19,300
Rent	12,696	13,500	13	14,500
Travel	1,391	3,000	2	3,000
Legal & Audit	14,758	6,000	6	10,200
Miscellaneous	15,277	16,500	13	16,500
Sub-Total	254,833	290,400	281	299,900
TOTAL EXPENDITURES	2,108,121	2,351,322	2,741	3,226,600
<u>REVENUES</u>				
MTC Subsidy	1,157,488	1,256,722	1,490	1,758,815
Agencies	244,038	235,000	250	270,000
Passengers	159,491	164,300	228	260,800
Charters	27,781	30,000	35	45,000
Other	9,900	3,500	--	3,500
TOTAL REVENUES	1,598,698	1,689,522	2,003	2,338,115
Region Grant	509,423	661,800	738	888,485
Livery Trips	116,230	123,100	137,000	157,300
D.A.R.T.S. Trips	106,773	115,000	140,000	151,500
TOTAL	223,003	238,100	277,000	308,800



## BUDGET SUMMARY



Per Capital Subsidy Method	Purchase or Appraised Price	Adjusted U.C.C.	Deprec'n 1987	Deprec'n 1988	Deprec'n 1989	Deprec'n 1990	Deprec'n 1991	Deprec'n 1992
926 1981 IH Bus	37,600	6,266.67						
929 1982 Ford Busette	26,800	8,933.33						
933 1982 Chev Transette	27,806	13,903.00						
935 1983 Ford Busette	26,407	14,704.00						
Computer	16,602	8,301.00						
937 1984 Ford Busette	30,738	15,369.00						
938 1984 Ford Busette	30,938	15,469.00						
939 1984 Ford Busette	31,198	15,599.00						
940 1984 Ford Busette	31,198	15,599.00	3,899.25					
941 1984 Ford Busette	29,463	14,731.50	3,899.25					
942 1984 Ford Busette	29,463	14,731.50	3,682.87					
Computer	7,577	3,788.87	947.21					
943 1985 Ford Busette	32,450	16,225.00	4,056.25					
944 1985 Ford Busette	32,450	16,225.00	4,056.25					
945 1985 Ford Busette	32,450	16,225.00	4,056.25					
946 1985 Ford Busette	32,450	16,225.00	4,056.25					
947 1985 Ford Busette	32,450	16,225.00	4,056.25					
948 1985 Ford Busette	32,450	16,225.00	4,056.25					
949 1985 Ford Busette	32,450	16,225.00	---	---	---			
950 1985 IH Bus	47,737	23,869.00	5,967.00	5,968.00	---			
951 1985 Ford Busette	32,450	16,225.00	4,056.25	4,056.25	---			
Computer terminals	6,143	3,071.00	768.00	767.00	---			
1986 Acquisitions								
952 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00	4,099.00			
953 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00	4,099.00			
954 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00	4,099.00			
955 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00	4,099.00			
956 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00	4,099.00			
957 1986 Ford Busette	32,792	16,396.00	---	---	---			
958 1986 Ford Busette	32,792	16,396.00	---	---	---			
959 Fwd.facing '86 "	44,969	22,484.50	5,621.13	5,621.13	5,621.13			
960 Fwd.facing '86 "	44,969	22,484.50	5,621.13	5,621.13	5,621.13			
961 Fwd.facing '86 "	44,969	22,484.50	5,621.13	5,621.13	5,621.13			
Computer Demo Project	12,000	3,237.75						
1987 Acquisitions								
2 x 47,000 (4add)	94,000	47,000.00	11,750.00	11,750.00	11,750.00			
1988 Acquisitions								
4 x 49,000 (3add,1repl)	196,000	98,000.00	24,500.00	24,500.00	24,500.00			
Computer	15,000	3,750.00	938.00	938.00	938.00			
1989 Acquisitions								
3 x 50,000 (2add,1repl)	150,000	75,000.00	18,750.00	18,750.00	18,750.00			
1990 Acquisitions								
7 x 51,000 (1add,6repl)	357,000	178,500.00	44,630.00	44,630.00	44,630.00			
1991 Acquisitions								
8 x 52,000 (8repl)	416,000	208,000.00	52,000.00	52,000.00	52,000.00			
1992 Acquisitions								
6 x 53,000 (6repl)	318,000	159,000.00	39,750.00	39,750.00	39,750.00			
Reserve								
Recoveries								
Depreciation								
Additions								
Subsidy								
Exonations								
Balance forward								
Interest								
Balance								
Close size								





SERVICE RELATED EXPENDITURES	1986 ACTUAL	1987 BUDGET	1987 UNAUDITED (000's)	Option 1 Guidelines	Option 2 Service Based on Demand	Option 3 Extended Hours (Sat am, Sun am)	Option 4 Option 3 plus Extended Hours (Fri pm, Sat pm)
Drivers Wages	777,382	895,000	1,000	907,200	1,080,800	1,097,200	1,116,900
Employee Benefits	106,297	156,400	161	186,600	202,700	203,300	203,800
Worker's Compensation	27,935	33,100	33	37,500	43,600	43,800	44,000
Uniforms	2,736	3,000	5	2,700	4,000	4,000	4,000
Employee Training	--	3,500	--	3,500	3,500	3,500	3,500
Gas & Oil	106,378	117,000	133	122,300	142,500	143,500	144,500
Vehicle Repairs	139,844	137,900	146	147,400	163,900	164,800	165,700
Communication	8,946	10,600	8	9,000	9,600	9,600	9,600
Insurance	60,057	80,855	73	77,900	81,100	81,100	81,100
Licenses & Permits	4,441	4,600	5	4,500	4,700	4,700	4,700
Depreciation	116,726	95,792	96	98,000	105,600	105,600	105,600
Purchases of Services	502,546	523,175	800	855,400	1,027,800	1,038,600	1,043,300
SUB - TOTAL	1,853,288	2,060,922	2,460	2,452,000	2,869,800	2,899,700	2,926,700
OVERHEAD							
Salaries	146,524	181,000	177	190,000	190,000	190,000	190,000
Telephone	11,169	13,800	10	11,700	12,500	12,500	12,500
Postage	5,220	7,000	6	5,500	6,200	6,200	6,200
Printing & Stationery	18,583	16,000	18	15,800	16,000	16,000	16,000
Office Supplies	6,973	5,300	7	6,300	6,500	6,500	6,500
Office Equipment	3,299	4,000	4	4,000	4,200	4,200	4,200
Computer Service	3,394	4,000	1	1,000	1,000	1,000	1,000
Maintenance - Premises	15,549	20,300	24	19,300	19,300	19,300	19,300
Rent	12,696	13,500	13	14,500	14,500	14,500	14,500
Travel	1,391	3,000	2	3,000	3,000	3,000	3,000
Legal & Audit	14,758	6,000	6	10,200	10,200	10,200	10,200
Miscellaneous	15,277	16,500	13	16,500	16,500	16,500	16,500
SUB - TOTAL	254,833	290,400	281	297,800	299,900	299,900	299,900
TOTAL EXPENDITURES	2,108,121	2,351,322	2,741	2,749,800	3,169,700	3,199,600	3,226,600
REVENUES							
MTC Subsidy	1,157,488	1,256,722	1,490	1,474,020	1,732,415	1,748,230	1,758,815
Agencies	244,038	235,000	250	270,000	270,000	270,000	270,000
Passengers	159,491	164,300	228	194,600	257,000	259,600	260,800
Charters	27,781	30,000	35	36,700	45,000	45,000	45,000
Other	9,900	3,500	--	3,500	3,500	3,500	3,500
TOTAL REVENUES	1,598,698	1,689,522	2,003	1,978,820	2,307,915	2,326,330	2,338,115
Region Grant	509,423	661,800	738	770,980	861,785	873,270	888,485
Livery Trips	116,230	123,100	137,000	129,100	155,000	156,600	157,300
D.A.R.T.S. Trips	106,773	115,000	140,000	127,000	150,000	151,000	151,500
TOTAL	223,003	238,100	277,000	256,100	305,000	307,600	308,800





D.A.R.T.S. 5 YEAR STATISTICAL SUMMARY (000's)

	1983	1984	1985	1986	Forecast 1987	1988			
						Option 1	Option 2	Option 3	Option 4
Expenditures	1,098	1,441	1,717	2,169	2,689	2,750	3,170	3,200	3,227
Revenues	299	331	379	441	511	505	575	578	579
MTC Subsidy	520	742	919	1,128	1,440	1,474	1,732	1,748	1,759
Region Grant	281	368	419	640	662	771	862	873	888
Surplus (Deficit)	-	-	-	40	< 76>	-	-	-	-
MTC Subsidy/Trip	-	\$2.50	\$2.60	\$2.70	\$2.85	\$3.00	\$3.00	\$3.00	\$3.00
MTC Subsidy/Capita	\$1.75	-	-	-	-	-	-	-	-
Passenger Trips - DARTS	102	96	98	107	140	127	150	151	152
- Livery	20	63	95	116	137	129	155	157	157
Total Trips	122	159	193	223	277	256	305	308	309
Km. Travelled (DARTS)	614	606	766	940	1,340	1,295	1,530	1,540	1,550
Km./Trip (DARTS)	5.98	6.31	7.85	8.80	9.57	10.2	10.2	10.2	10.2
# of Vehicles (DARTS)	18 + 2	19 + 4	21 + 3	25 + 4	25 + 4	25 + 4	28 + 4	28 + 4	28 + 4



## EVALUATION BY AGENCIES

Raw Numbers and Percentage of Sample: - (1982 in parenthesis)

Service	No.	GOOD	SATIS-FACTORY		POOR
		% of Total	No.	% of Total	No. % of Total
Punctuality	3	20.0 (29.4)	8	53.3 (47.1)	4 26.7 (23.5)
Client time in vehicle	7	50.0 (37.5)	7	50.0 (37.5)	0 (25.0) *
Vehicle appearance	11	78.6 (64.7)	2	14.3 (29.4)	1 7.1 (5.9)
Loading/Unloading	12	80.0 (35.3)	3	20.0 (58.9)	0 (5.9) *
Ramp/lift safety	11	78.6 (37.5)	3	21.4 (43.8)	0 (18.7) *
Safety equipment	11	78.6 (28.6)	3	21.4 (50.0)	0 (21.4) *
<u>D.A.R.T.S.' Drivers</u>					
Attitude	11	78.6 (52.9)	2	14.3 (29.4)	1 7.1 (17.6) *
Helpfulness	9	64.3 (58.8)	4	28.6 (29.4)	1 7.1 (11.8) *
Knowledge of city	8	61.5 (66.7)	4	30.8 (33.3)	1 7.7 (3)
Operation of vehicles	11	91.7 (71.4)	1	8.3 (21.4)	0 (7.2) *
Loading/unloading procedures	12	85.7 (43.8)	2	14.3 (37.5)	0 (18.7) *
<u>Taxi/Livery Drivers</u>					
Attitude	5	41.7	6	50.0	1 8.3
Helpfulness	6	50.0	5	41.7	1 8.3
Knowledge of city	7	63.6	3	27.3	1 9.1
Safety	4	44.4	4	44.4	1 11.2
<u>Office Staff</u>					
Attitude	8	53.3 (42.9)	6	40.0 (42.9)	1 6.7 (14.2) *
Helpfulness	8	53.3 (42.9)	6	40.0 (50.0)	1 6.7 (7.1) *
Knowledge of agency requirements	5	33.3 (38.5)	9	60.0 (38.5)	1 6.7 (23.0) *

The evaluations overall tend to range from good to satisfactory, with only 1 category (punctuality) receiving a poor rating by more than 20% of the agencies.

\* Indicates 11 out of 14 categories have shown improvement since 1982.



TABLE A.2  
EVALUATION BY USERS

SERVICE RATINGS: D.A.R.T.S. - TAXI - LIVERY  
RAW NUMBERS AND PERCENTAGE OF SAMPLE  
(1982 in parenthesis)

Vehicle Rating	D.A.R.T.S.				TAXI				LIVERY			
	Very Good	Good	Satis- factory	Poor	Very Good	Good	Satis- factory	Poor	Very Good	Good	Satis- factory	Poor
Heating and ventilation	145 44 (30.5)	136 42 (42.3)	38 12 (20.3)	8 2 (6.9)	94 41	92 40	35 15	8 4	--	--	--	--
Cleanliness	147 45 (35.6)	130 40 (43.6)	45 14 (15.4)	6 1 (5.4)	78 34	77 34	57 25	16 7	79 40	93 47	24 12	2 1
Entering and exiting	153 47 (36.7)	129 40 (47.5)	37 11 (10.8)	5 2 (5.0)	85 38	81 36	44 19	16 7	87 42	84 41	27 13	7 4
Safety (seat belts)	182 57 (36.0)	105 33 (45.0)	26 8 (16.0)	9 2 (3.0)	77 35	79 36	35 17	27 12	85 43	85 43	18 9	12
Roof height	161 51 (23.9)	111 35 (42.3)	42 13 (19.7)	2 1 (14.1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Placement of windows	101 32 (32.9)	124 40 (48.5)	65 21 (15.7)	21 7 (2.9)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Comfort of seats	92 30 (31.1)	140 45 (46.7)	58 19 (18.9)	19 6 (3.3)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Comfort in ride	84 26 (26.7)	129 40 (35.6)	87 27 (22.6)	19 7 (15.1)	88 39	93 41	41 18	6 2	87 42	90 44	24 12	5 3
External appearance	144 45 (44.0)	136 42 (40.7)	37 12 (13.3)	3 1 (2.0)	68 30	96 42	51 22	15 6	71 35	104 51	25 12	3 3
Driver Performance												
Attitude	222 67 (62.0)	90 27 (30.4)	18 6 (6.3)	0 0 (1.3)	102 43	83 35	38 16	14 6	113 56	73 36	13 6	2 2
Helpfulness/Assistance	228 69 (66.7)	90 27 (23.9)	9 3 (7.5)	3 1 (1.9)	107 45	76 32	31 13	23 10	113 56	68 34	15 7	5 3
Knowledge of city	174 54 (53.4)	124 38 (39.2)	27 8 (6.1)	0 0 (1.3)	109 47	88 38	31 13	4 2	101 51	75 38	21 11	0 0
Operation of vehicle	211 64 (61.0)	77 23 (33.8)	39 13 (5.2)	0 0 (0)	106 45	91 39	30 13	6 3	104 54	75 39	14 7	1 0
Office Staff												
Attitude	154 47 (57.0)	113 34 (29.8)	49 15 (11.3)	12 4 (1.9)	General							
Helpfulness	154 47 (58.3)	114 35 (27.8)	48 15 (12.6)	11 3 (1.3)	Punctuality							
Personalized attention	141 44 (54.5)	113 35 (27.6)	53 16 (13.1)	17 5 (4.8)	Trip length							
					Weekends & Holidays *							
					* N/A in 1982							





## COMPARISONS



Comparison of D.A.R.T.S. to Other Municipalities - 1987

The attached analysis illustrates the following:

1. Revenue from passengers is 18.2% of total budget at D.A.R.T.S. Others range from 4% to 10%.
2. Municipal Contributions of Budget:
 

Hamilton-Wentworth	28%
Toronto	50%
Ottawa - Carleton	40%
Peel	41%
Kitchener - Waterloo	50%
3. Average Cost per Trip is:
 

Hamilton-Wentworth	\$ 9.88
Toronto	\$24.77
Ottawa - Carleton	\$13.17
Peel	\$13.88
Kitchener - Waterloo	\$13.79
4. As indicated under trips/capita, Hamilton-Wentworth is significantly higher because this is a centre for the disabled and because of the excellent medical facilities.



Comparison To Other Para Transit Services - 1987 Budgets

	<u>Metro Toronto</u>	<u>Ottawa Carleton</u>	<u>Peel</u>	<u>Kitchener Waterloo</u>	<u>Hamilton- Wentworth</u>
<u>Operating Statistics</u>					
1. Population	2,188,300	564,920	569,000	250,000	414,000
2. Area Serviced (sq. miles)	244	236	500	80	482
3. Registered Passengers	12,600	4,500	1,500	1,200	4,000
4. Passenger Trips 1986	526,324	273,600	73,872	56,098	223,003
5. Passenger Trips 1987	606,000	309,000	97,760	71,000	238,000
Increase Over 1986	15.1%	12.9%	32.3%	26.6%	6.7%
6. Vehicle Hours 1987	319,000	154,000	27,276	35,360	60,000
Trips/Hour (5 6)	1.9%	2.0%	2.2%	2.0%	2.0%
7. Trips/Capita (5 1)	.28	.55	.17	.28	.57
8. Operating Vehicles	75 vans 24 cars	56 vans 12 cars	17 vans + taxis	10 vans + taxis	25 vans + taxis
9. Total Drivers	170	90	11 ft 5 pt	17 ft 2 pt	14 ft 24 pt
10. Administrative Staff	71	21	8	6	11
11. Average Cost per Trip	\$24.77	\$13.17	\$13.88	\$13.79	\$9.88



Comparison To Other Para Transit Services - 1987 Budgets

	<u>Metro Toronto</u>	<u>Ottawa Carleton</u>	<u>Peel</u>	<u>Kitchener Waterloo</u>	<u>Hamilton- Wentworth</u>
<u>Financial Data</u>					
1. Fares	\$1.00 (83c/token)	\$1.75 \$1.50 (off peak)	\$1.00	\$1.00	\$1.00 or agencies between \$3 and \$17
2. Revenue: (\$)					
Passenger Fares	564,000	426,000	70,000	79,000	429,000
Fares % of Total Revenue	3.8%	10.4%	5.1%	8.0%	18.2%
MTC (\$)	7,224,500	2,010,000	729,000	413,000	1,256,000
Municipality (\$)	7,224,500	1,632,000	558,000	487,000	661,800
Other Income	-	-	-	-	4,000
Total (\$)	15,013,000	4,068,000	1,357,000	979,000	2,351,000
3. Municipal Contribution of Budget	50%	40.1%	41.1%	49.7%	28.1%
4. Operating Expenditures (\$)	15,013,000	4,068,000	1,357,000	979,000	2,351,000
5. Capital Expenditures (\$)	5,400,000	55,000	233,000	75,000	92,000



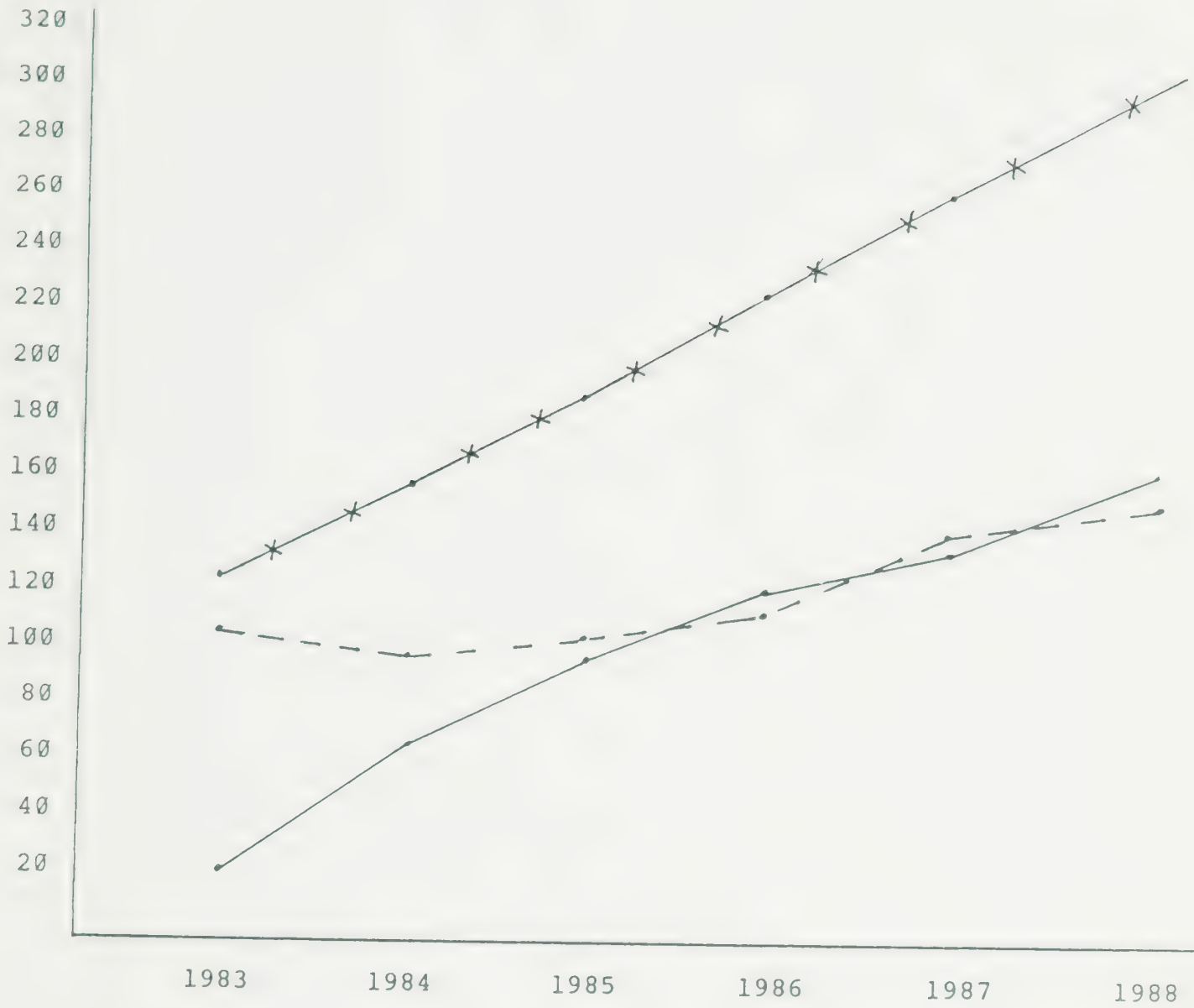


## EXHIBITS



## D.A.R.T.S. TRIPS

Trips (000's)



## LEGEND

—————

TAXI TRIPS

-----

D.A.R.T.S. TRIPS

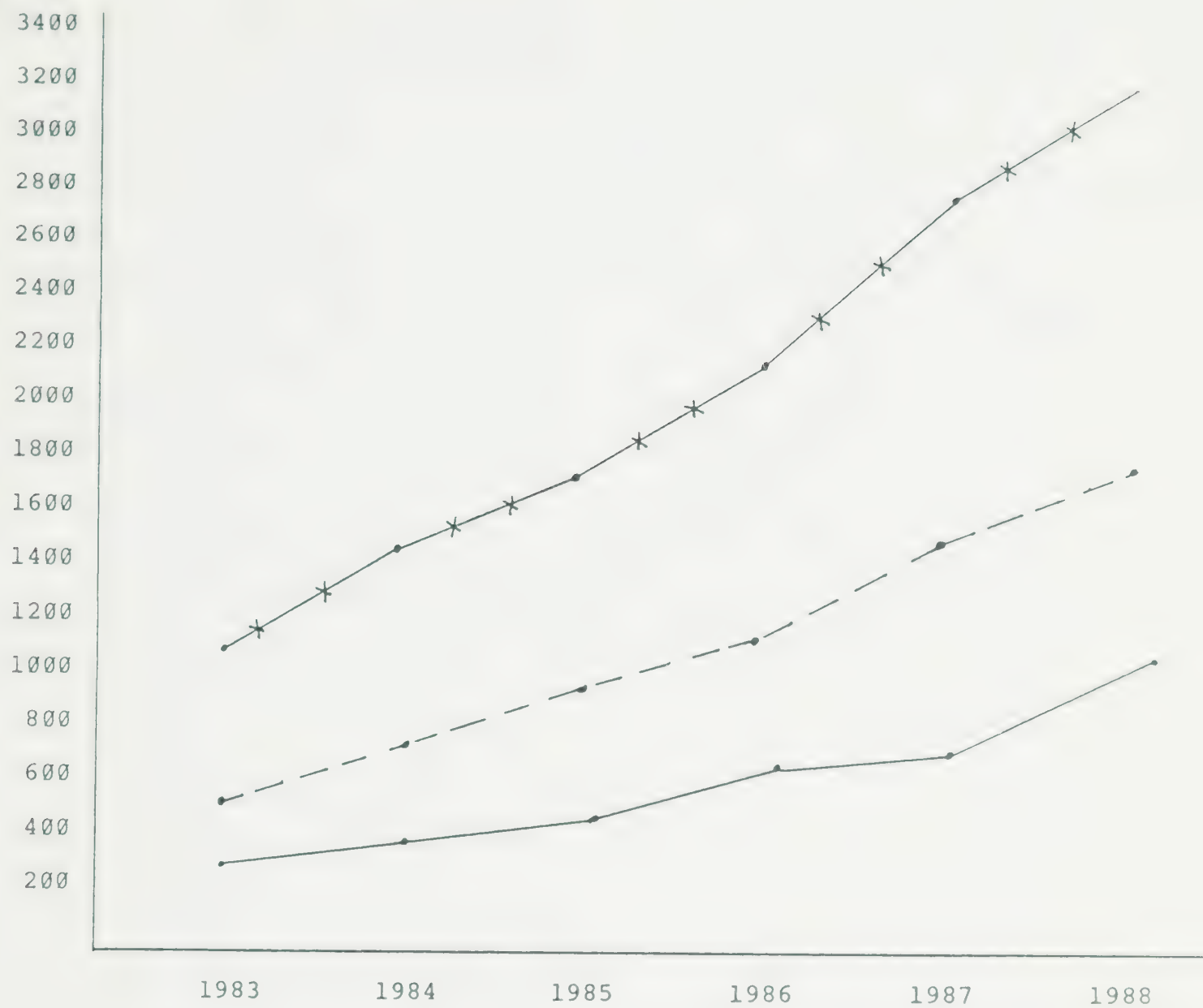
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TOTAL TRIPS



## D.A.R.T.S. - SUBSIDIES &amp; EXPENDITURES

\$ (000's)



## LEGEND

—————

REGION GRANT

- - - - -

MTC SUBSIDY

- x - x - x -

TOTAL EXPENDITURES



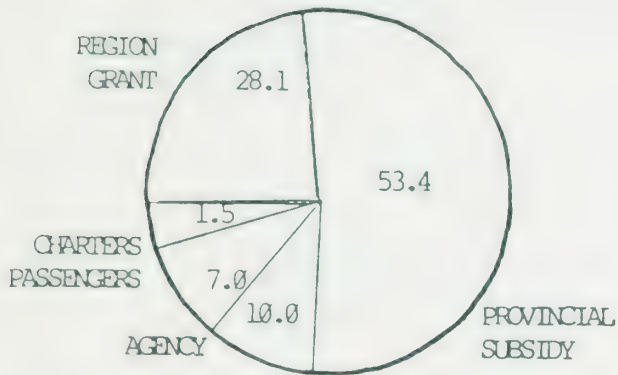


PRESENT SERVICES PROVIDED BY D.A.R.T.S.

<u>Year</u>	<u>Passenger Trips</u>	<u>Cost/Trip</u>	<u>Passenger Revenues</u>	<u>MTC Subsidy</u>	<u>Region Grant</u>
1987 budget	238,000	\$9.51	429,000	1,257,000	662,000
1986	223,000	\$8.44	431,000	1,130,000	556,000
1985	193,000	\$8.91	364,000	919,000	420,000

## 1987 BUDGET

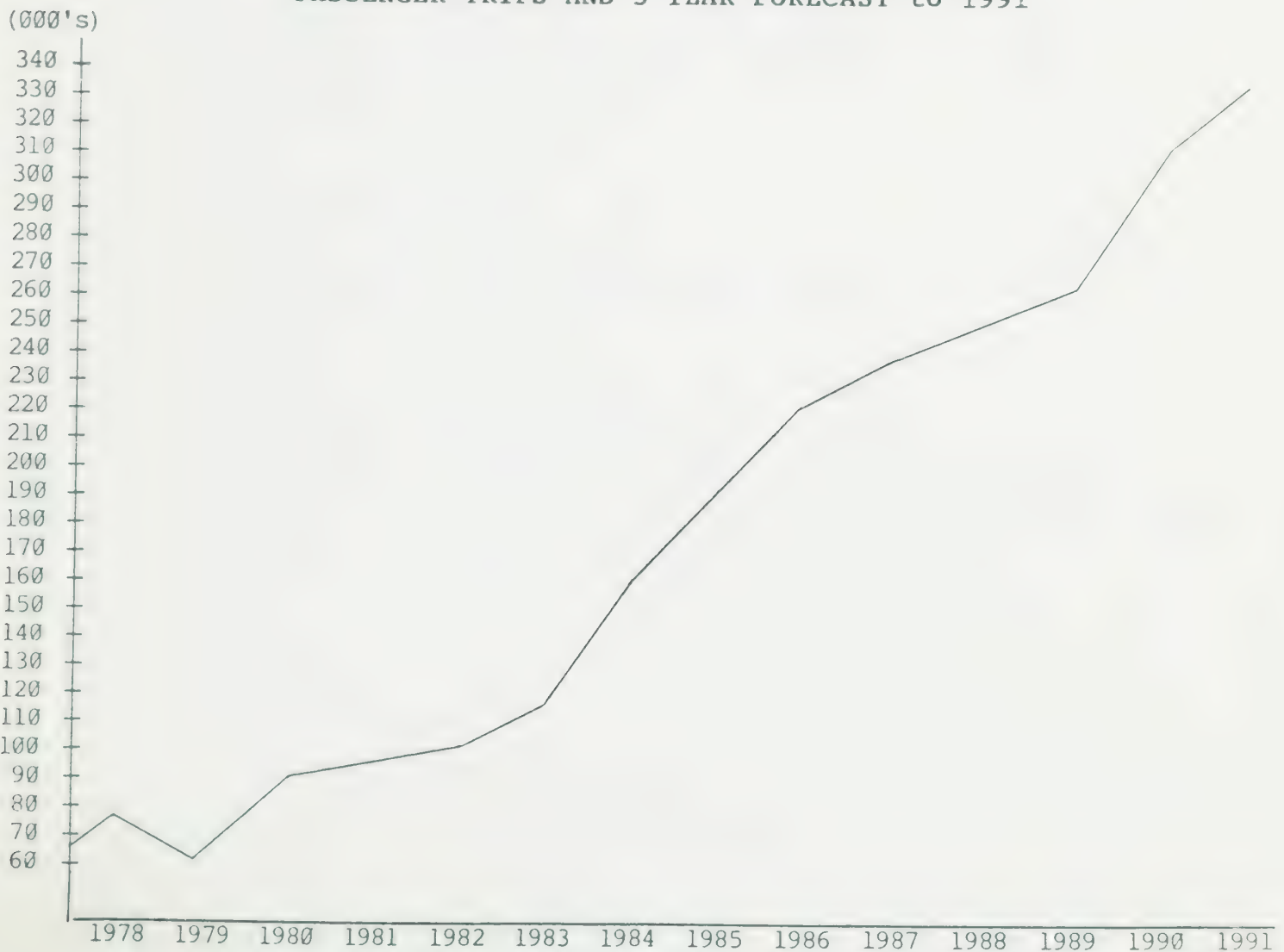
REVENUES %



EXPENDITURES %



## PASSENGER TRIPS AND 5 YEAR FORECAST to 1991





## INTRODUCTION

The Review was distributed to the Advisory Committee for the Physically Disabled, with staff comments, in March. The pressure of time did not allow a full discussion by the Advisory Committee until May. A response was then drafted and approved by the Advisory Committee in June. It is forwarded now to the Health and Social Services Committee for submission to the Transportation Services Committee.

The Advisory Committee feels that the Review fulfilled its purposes and makes comments in this Report about recommended policies in the hope that they will be taken under serious advisement by the Transportation Services Committee.

### 1. ELIGIBILITY SERVICE POLICY

Report Recommendation: - "D.A.R.T.S. services shall be provided to residents in the Region who are unable to use regular public transit with dignity due to a disability."

Advisory Committee Comments: - This broad service policy definition should be maintained. On March 1, 1987, a screening mechanism was introduced to deal with reviewing all ambulatory applicant cases, so that inappropriate people can be directed elsewhere. In addition, eligibility visits have personalized D.A.R.T.S. service, we are told, and eased the fears of many who were apprehensive about service procedures.

### 2. REGISTRATION POLICY

Report Recommendation: - "All applicants meeting the D.A.R.T.S. eligibility criteria and other requirements of the application process shall be immediately registered to use the services by D.A.R.T.S."

Advisory Committee Comments: - While supporting the commitment to meet the transportation needs of all who qualify for D.A.R.T.S. service, our Committee would recommend against accepting all passenger applications if the number of applications exceed D.A.R.T.S.' resources to the extent that there would be an increase in the trip refusal rate, the stand-by list, and a decline in the quality of service for all registered passengers.



3. AGENCY SERVICES POLICY

Report Recommendation: - "D.A.R.T.S. will implement a programme to recover full net operating costs associated with accommodating agency programme trips."

Advisory Committee Comments: - While we agree in principle, this is a very complex issue that requires further analysis.

4. REGULAR FARES

Report Recommendation: - "D.A.R.T.S. fares shall be equivalent to the non-discounted single adult fare on the regular transit system."

Advisory Committee Comments: - At present D.A.R.T.S. has two rates, one for individuals and one for agencies. The single rate should continue to be equivalent to the regular non-discounted fare charged by The Hamilton Street Railway Company.

5. TRIP REFUSAL RATES

Report Recommendation: - "D.A.R.T.S. shall attempt to accommodate 99 per cent of all trip requests made more than 24 hours in advance and to accommodate 90 per cent of all trip requests for service on the same day."

Advisory Committee Comments: - These targets are rather arbitrary. D.A.R.T.S. should attempt to meet 100 per cent of requests and, as mentioned previously, develop a waiting list when this is not possible.

6. SERVICE GUIDELINES

Report Recommendation: -

- (a) "D.A.R.T.S. should operate services within 15 minutes of scheduled pick-up and drop-off times at least 95 per cent of the time."

Advisory Committee Comments: - We agree with the maximum of 15 minutes, but feel the target ideally should be 100 per cent of the time.





- 3 -

6. Report Recommendation: -

- (b) "Travel time for passengers on D.A.R.T.S. should not exceed 75 minutes 95 per cent of the time."

Advisory Committee Comments: - We agree with the maximum of 75 minutes, but, again, feel the target ideally should be 100 per cent of the time.

Report Recommendation: -

- (c) "Service will be provided from 6:00 a.m. to 11:00 p.m. from Monday to Friday and from 9:00 a.m. to 11:00 p.m. on week-ends and holidays."

Advisory Committee Comments: - Passenger service should be extended to midnight to cover public theatre performances that may end after 11:00 p.m. On Saturdays and Sundays, passenger service should begin earlier than at present for those who must work or attend work-related events or attend early church services.

Report Recommendation: -

- (d) "D.A.R.T.S. shall provide regular service within the boundaries of Hamilton-Wentworth."

Advisory Committee Comments: - We are aware that there are serious problems related to inter-Regional travel, but feel, for example that D.A.R.T.S. should be able to travel to Burlington and Grimsby, and that services in Waterloo Region should be able to provide for Hamilton-Wentworth residents residing close to Cambridge. A change in Provincial subsidy appears to be required to reflect that inter-Regional travel is a practical necessity for some service users. The resolution of this issue will also require close collaboration and co-operation between Regional Transit Service and Regional Governments.





7.

PERFORMANCE TARGETSReport Recommendation: -

"D.A.R.T.S. will schedule its services to achieve a vehicle productivity target of 2.0 passengers per hour and a vehicle utilization target of 8.0 vehicle kilometers per trip by 1991."

Report Recommendation: -

"D.A.R.T.S. will operate its services to achieve a cost-efficiency target of an average operating cost, expressed in 1986 dollars, of \$10.50 per passenger trip on D.A.R.T.S. vehicles and \$4.25 per passenger trip on taxis."

Advisory Committee Comments: - In recognizing that present fare costs for passenger trips are \$10.50 and \$6.25 for passenger trips in taxis, these targets are too specific and might better be expressed as guidelines. Many variables, e.g. increased costs, must be taken into account when planning productivity, so targets need regular review and re-assessment.

8.

FIVE-YEAR PLAN ALTERNATIVES (see attached chart)Advisory Committee Comments:

- (a) Trends Plan - this is a middle-of-the-road approach and makes good sense. If M.T.C. continue to allow D.A.R.T.S. broad eligibility criteria, it assumes that growth will level off.
- (b) Restraint Plan - this reflects a 15 per cent increase in fares which may or may not parallel H.S.R. fare increases; if not, equality is sacrificed.
- (c) D.A.R.T.S. Plan - this reflects a much higher demand for service than at present because of our aging population and the anticipated growth of our area as a retirement locale because of expanded geriatric services at McMaster and in the community.

The Advisory Committee feels that the D.A.R.T.S. plan appears to be the most sound.



9.

ORGANIZATIONAL REVIEW

- (a) The Advisory Committee concurs with the recommendation that D.A.R.T.S. not be amalgamated with the H.S.R. at present. The major "positives" for such a move are the inclusion of D.A.R.T.S. costs in a large budget and a recognition that transportation for the disabled and frail is a right, not a privilege; the major "negatives" are less community involvement in Board representation and donations, and higher operating costs because staff would be embraced by a more expensive collective agreement. The "negatives", we feel, outweigh the "positives."











January 12, 1988

Report TSC 88-1

To the Chairman and Members of the  
Transportation Services Committee

RE: Transportation Department  
Capital Budgets

OVERVIEW

1. Urban Transit System (HSR)

The five year gross expenditure for urban transit has risen from \$61.8 million in 1987 to \$64.4 million in 1988. However the net (after subsidy) expenditure has actually decreased as a result of the increase on the average subsidy of 1.2%. This increase in subsidy is due to the inclusion of 90% dollars, for the trolley system being averaged with fewer 75% dollars as normal capital projects are completed.

The multi-year forecast indicates that the current plan of phasing in this Capital Budget on a pay-as-you-go basis need not be interrupted. Given regular fare increase and service growth tied to population and demand growth, it is forecasted that the rise in the Transit Levy can be held to the inflation rate.

This Capital Budget is in keeping with the Strategic Plan adopted by Regional Council in 1984 which is to concentrate Transit improvements on infrastructure (buildings, buses, administrative and operational efficiencies) and on amenities (express buses, information access, shelters, etc.) It is envisioned that the Public Transit System will continue to conform to this course of action based on the current Official Plan and growth projections.

Inter-City Transit System (CCL)

In 1984 Regional Council adopted a three year Strategic Plan which was based on the transportation, legislative and economic factors existing at that time. At the end of 1987, which is the last year of the approved business plan, staff came forward with a recommendation that Canada Coach Lines be put on the market to determine if there were any potential buyers for this company. As a result of report TSC 87-165 (A) staff was instructed to "prepare a report addressing the option of retaining CCL and of rejuvenating the bus Fleet to be considered as part of the 1988 budget."





In the report (TSC 87-165 A) staff identified that the major problem with the CCL operation was the aging bus fleet which was becoming extremely costly to maintain. The report also shows that while this business plan had reduced the losses from \$1,483.000 in 1982 to \$216,000 in 1987 the maintenance cost of the buses was steadily climbing.

The industry standard for the life expectancy of a top-of-the-line 47 passenger washroom-equipped coach is 7 years with an end of life being 12 years. At this point in time the vehicles should be replaced or they will incur extraordinary maintenance costs.

The following chart summarizes the CCL fleet.

Age	No. of Buses	% of Fleet
Over 12 years	30	74
9	3	7
8	2	5
7	2	5
6	1	2
3	3	7
	<u>41</u>	<u>100</u>

As is evident, 74% of the CCL fleet is well beyond the recommended replacement period. As a result of this CCL is spending an average of \$42,000 per vehicle each year for maintenance. To add to this burden, heavy debt costs are being incurred by financing vehicles over a five year period rather than a suggested 7 or 10 year period. The age of the fleet leads one to an understanding of part of the reason CCL is not financially sound. In the mid-seventies CCL slowed down its policy of replacing their bus fleet and only seemed to replace the buses at random. For instance, in 1967, 6 buses were purchased, 5 in 1974 and then at irregular intervals thereafter. The effect of this replacement policy is now evident in extremely high maintenance costs.

The Capital Budget contained herein presents a plan which will rejuvenate the fleet and provide CCL with the means to become self-sustaining. The plan takes advantage of funding available from Transport Canada which in turn gives us the means to address a previously untapped market.

The graph on pages 24 & 25 depict the CCL bus fleet at present and in 1992, if the proposed plan is adopted. By 1992 only 4 buses will be beyond 12 years of age and it is expected that by 1994 the entire fleet will be within the industry standard life expectancy of 12 years.





### Recommendations

1. That the 1988-1992 Capital Budgets and the five-year Capital Financing Plans be approved and referred to the Finance and Personnel Committee.
2. Upon approval of the 1988-1992 Capital Budget by Regional Council that the Commissioner of Transportation be authorized to proceed with the implementation of the various projects described in the Hamilton Street Railway and Canada Coach Lines portions of the budget for 1988.
3. That the "Contribution to Capital" identified in the various schedules be included in the corresponding current budget estimates for 1988.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Heinz", followed by a long, horizontal, slightly wavy line that extends to the right.

Heinz Schweinbenz  
Commissioner of Transportation

HOS/st

cc: Wm. Sears  
M. Carson  
G. Lawson



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TRANSIT: HAMILTON STREET RAILWAY

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January 11, 1988

To The Chairman and Members of the  
Transportation Services Committee

RE: 1988-1992 Capital Budget for the  
Hamilton Street Railway Company

### Background

Each year the five-year Capital Budget is updated by the Capital Budget Committee to reflect any new projects, any changes in the financing costs or any required operational changes in the work-in-progress accounts. This top-down budget approach then requires that these capital programs be evaluated in terms of our five-year fiscal operating program to ensure that their cost can be met within the operating budgets and are conducive to the success of the long range Regional objectives.

The five year Capital programs for HSR and CCL as well as the five year financial models of their respective Operating Budgets are presented on the following pages.

The Operating Budget for 1988 and the remaining four years of the five year model shows that the Capital Programs are affordable and within inflationary guidelines thus providing the Region with continued fiscal strength.

### Analysis

The 1988-1992 Capital Program is presented in two parts, Work-in-Progress and New Projects. The "Work-in-Progress" are projects, or programs that may be several smaller projects which are under way. "New Projects" are projects or programs that have not yet started.

Each of the "Work-in-Progress" or "New Projects" have been updated or revised to reflect the wishes of Regional Council. The following narrative briefly describes any changes that have occurred to the Capital Accounts.

#### WORK-IN-PROGRESS - HSR

##### 1. Express Bus Facilities - Project 071508

An additional \$300,000 has been added to the account for the planned north/south express bus route. The additional funds have been added in the 1989 year and do not impact this years Operation Budget.





## NEW-PROJECTS - HSR

### 1. RIDERSHIP INFORMATION SYSTEMS - Project 071802

These funds are required to address a variety of capital items that have been identified as necessary to continue the planned increased in the flow of timely and accurate information to the ridership. Some of the items identified are as follows:

#### A. Additional Radio Base Station

The current base station network has several areas where "BLIND SPOTS" occur and drivers and maintenance (Line Crew) employees are out of touch with dispatch. This weakness has also been identified by the "Corporate Health and Safety Committee."

#### B. Bus Check Video Text Displays

Video text displays are planned for the downtown ticket office and four mall locations, (Eastgate, Fiesta, Limeridge, Jackson Square) and McMaster University. These displays would provide riders with schedule information for various routes on request and would also display marketing information.

#### C. Telephone Information Clerks Display

A system to provide the telephone information clerks with video displays for route and schedule information which will make this interactive process between the clerks and ridership much more efficient and accurate.

#### D. Intellimap Route Displays

These displays would be used to provide riders with general route and how-to-get there information. This project includes three "Intellimap" displays, one located in the downtown ticket office and two in selected malls.

### 2. POWER-ASSISTED STEERING - Project 071801

This program is to address the problem existing with the 30 1979 Flyer buses which do not have "Power Steering." These buses are contributing to the current level of Workers Compensation Claims and are also the cause of many union grievances.





3. TROLLEY INFRASTRUCTURE UPGRADE - Project 071901

The co-ordination of the City's road work with any work on the Trolley Infrastructure is vital to minimizing the impact on the citizens of Hamilton. The 1988 program for road construction on Barton Street presents the HSR with an opportunity to do badly needed work on the infrastructure. The cost for this work has been included in this capital budget.

4. BUSES-DIESEL - Project 071803

These are the dollars required to continue the HSR "Bus Replacement" Program which has the HSR purchasing 15 new buses each year to maintain the operating efficiency of the fleet.

5. TRANSIT SHELTERS - Project 071804

This is an on-going project of implementing 50 new shelters a year through to 1992.

6. BUS STOP INSTALLATION - Project 071805

This is the program of replacing and upgrading 400 signs per year for the next five years.

7. UPGRADE BUS LOOPS - Project 071806

These monies are to upgrade five bus loops per year at an estimated cost of \$25,000 per loop. This program involves the paving and upgrading of the landscape.

8. BUS STOP LANDING AREAS - Project 071807

This five year program is one which will provide cement pads at bus stops where there are no sidewalks. This will allow for a safe entrance and exit from buses.

9. TROLLEY INFRASTRUCTURE EXPANSION - Project 071001

These are the estimated dollars to expand the service. This program is scheduled to begin in 1990.

10. TROLLEY ARTICULATED - Project 071002

These are the estimated dollars to address the purchase of two 60 foot trolleys in 1990 to replace three 40 foot trolleys, and to purchase ten additional vehicles in each year thereafter beginning in 1991.





# ASSUMPTIONS - TRANSIT - H.S.R. ---

1. INFLATION - 4.5% per year.
2. DEBT CHARGES - 8.0% over 10 years. Debt Factor (.149029)
3. OPERATING EXPENDITURES - Calculated result of annual Levy increase of 4.5%
4. CONTRIBUTION TO CAPITAL - As submitted by H.S.R..

## 5. REVENUES -

SUBSIDIES & OTHER REVENUE - 1988 Figures submitted by H.S.R.

Farebox - Increases annually by 6.5%.

Advertising - Increases annually by 6.5%.

Provincial Subsidy - 19.6875% of Eligible Expenditures.

Fare Stabilization - Increases annually by 6.5%.

General Support - Increases annually by inflation.

Route Deficits - As submitted by H.S.R..

6. LEVY REQUIREMENT - Increased annually by 4.5%.

## 7. OTHER - CAPITAL PROGRAM

### REPLACEMENT BUSES

Diesel - 15 buses scheduled for 1988 were purchased in 1987  
at the 1987 price. Total 1987 purchases were 30 buses.

Articulated - 6 buses purchased in 1987 at \$170,000 /bus.  
- 6 used buses purchased from Ottawa in 1987 at \$140,000 /bus  
- 1988 includes purchase of 3 used buses at \$140,000 and  
\$593,000 for major upgrades to used buses ( MTC to provide  
75% subsidy ).

\* POWER ASSISTED STEERING - New to 5-year budget - for 30 1979 Flyer  
buses due to union grievances & W.C.B. claims

\* RIDERSHIP INFORMATION SYSTEMS - New to 5-year budget - Systems enhancements  
to T.I.C.C.S. program and is contingent on  
on MTC approval.

\* BUS LANDING AREAS - New to 5-year budget - To provide cement pads at bus  
stops where there are no sidewalks, for safe entrance/  
exit from buses.



TRANSIT - H.S.R.  
CURRENT BUDGET MULTI- YEAR FORECAST

(\$000's)

	1987					5 YEAR	
	BUDGET	1988	1989	1990	1991	1992	TOTAL
Operating Expenditure	41,235	42,977	44,636	46,641	48,660	51,412	234,325
Debt Charges - External	0	0	0	0	0	0	0
Debt Charges - Internal	1,312	1,705	2,294	3,047	3,283	3,283	13,612
Contribution To Capital	207	226	236	247	937	1,172	2,818
Total Current Budget	42,754	44,908	47,166	49,935	52,880	55,867	250,755
Less:							
Grants & Subsidies	8,780	9,117	9,395	9,814	10,235	10,696	49,257
Farebox, Stabilization, & Advertise	24,304	25,550	27,211	29,085	31,114	33,122	146,082
Route Deficits	790	961	863	902	941	983	4,650
Levy Requirement	8,881	9,280	9,697	10,134	10,590	11,066	50,766
Increase		4.5%	4.5%	4.5%	4.5%	4.5%	
Debt Charges as %							
Levy and Fare Stabilization		13%	17%	21%	22%	21%	
Incremental Operating Costs (\$000's)							
(incorporated in above)		(88)	181	143	0	0	
Additional (Reduced) Debt Costs							
In Each Year		393	589	753	236	0	



TRANSIT - H.S.R.  
SUMMARY OF CAPITAL EXPENDITURE AND REVENUE

	(\$000's)					5 YEAR
	1988	1989	1990	1991	1992	TOTAL
Gross Expenditure	16,090	22,489	13,150	7,395	4,283	63,407
Less: Grants & Subsidies	11,914	17,200	11,321	6,458	3,111	50,004
Other Revenue	0	0	0	0	0	0
Net Expenditure	4,176	5,289	1,829	937	1,172	13,403
Contribution from Current	226	236	247	937	1,172	2,818
Financing Required from Reserves	3,950	5,053	1,582	0	0	10,585

NEW PROJECTS SUMMARY

TOTAL

Gross Expenditure	1,794	4,721	13,150	7,395	4,283	31,343
Less: Grants & Subsidies	1,233	3,421	11,321	6,458	3,111	25,544
Other Revenue	0	0	0	0	0	0
	561	1,300	1,829	937	1,172	5,799

WORK-IN-PROGRESS SUMMARY

TOTAL

Gross Expenditure	14,296	17,768	0	0	0	32,064
Less: Grants & Subsidies	10,681	13,779	0	0	0	24,460
Other Revenue	0	0	0	0	0	0
	3,615	3,989	0	0	0	7,604



DETAILED COST REPORT  
(000's)

PROJECT NUMBER	PROJECT DESCRIPTION	START	END	FINANCING	PRE					POST	
					1988	1988	1989	1990	1991	1992	TOTAL
071801	POWER-ASSISTED STEERING	1988	1988	Total Expenditures	0	120	0	0	0	0	120
				Total Grants & Sub.	0	82	0	0	0	0	82
				Total Other Revenue	0	0	0	0	0	0	0
				FINANCING REQUIRED	0	38	0	0	0	0	38
071802	RIDERSHIP INFORMATION SYSTEMS	1988	1989	Total Expenditures	0	427	410	0	0	0	837
				Total Grants & Sub.	0	320	307	0	0	0	627
				Total Other Revenue	0	0	0	0	0	0	0
				FINANCING REQUIRED	0	107	103	0	0	0	210
071901	TROLLEY INFRASTRUCTURE UPGRADE	1988	1990	Total Expenditures	0	500	378	1819	0	0	2697
				Total Grants & Sub.	0	375	283	1364	0	0	2022
				Total Other Revenue	0	0	0	0	0	0	0
				FINANCING REQUIRED	0	125	95	455	0	0	675
071803	BUSES-DIESEL	1988	1992	Total Expenditures	0	0	3150	0	0	3646	6796
				Total Grants & Sub.	0	0	2363	0	0	2735	5098
				Total Other Revenue	0	0	0	0	0	0	0
				FINANCING REQUIRED	0	0	787	0	0	911	1698
071804	TRANSIT SHELTERS	1988	1992	Total Expenditures	0	269	282	250	273	296	1370
				Total Grants & Sub.	0	150	150	120	120	120	660
				Total Other Revenue	0	0	0	0	0	0	0
				FINANCING REQUIRED	0	119	132	130	153	176	710
071805	BUS STOP INSTALLATION	1988	1992	Total Expenditures	0	116	128	140	35	4	423
				Total Grants & Sub.	0	34	38	36	9	3	120
				Total Other Revenue	0	0	0	0	0	0	0
				FINANCING REQUIRED	0	82	90	104	26	1	303









## NEW PROJECT

DETAILED COST REPORT  
(000's)

PROJECT NUMBER	PROJECT DESCRIPTION	START END	FINANCING	PRE 1988	1988	1989	1990	1991	1992	POST 1992	TOTAL
*****REPORT SUMMARY*****											
	TOTAL EXPENDITURES			0	1794	4721	13150	7395	4283	0	31343
	TOTAL GRANTS & SUB.			0	1233	3421	11321	6458	3111	0	25544
	TOTAL OTHER REVENUE			0	0	0	0	0	0	0	0
	FINANCING REQUIRED			0	561	1300	1829	937	1172	0	5799
	TOTAL NUMBER OF PROJECTS STARTING			0	8	0	2	0	0	0	10









## UNINFLATED

## WORK IN PROGRESS

DETAILED COST REPORT  
(000's)

PROJECT NUMBER	PROJECT DESCRIPTION	START	END	FINANCING	PRE					POST				
					1987	1988	1989	1990	1991	1992	1992	1992	1992	TOTAL
071707	UPGRADE BUS LOOPS	1987	1987	Total Expenditures	101	0	0	0	0	0	0	0	0	101
				Total Grants & Sub.	76	0	0	0	0	0	0	0	0	76
				Total Other Revenue	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED	25	0	0	0	0	0	0	0	0	25
071701	ACQUISITION OF ARTICULATED BUSES	1987	1988	Total Expenditures	1860	1013	0	0	0	0	0	0	0	2873
				Total Grants & Sub.	1395	760	0	0	0	0	0	0	0	2155
				Total Other Revenue	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED	465	253	0	0	0	0	0	0	0	718
071704	STATISTICAL OPERATIONS-DATA BASE	1987	1988	Total Expenditures	101	159	0	0	0	0	0	0	0	260
				Total Grants & Sub.	76	78	0	0	0	0	0	0	0	154
				Total Other Revenue	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED	25	81	0	0	0	0	0	0	0	106
071705	REPLACEMENT BUSES-(DIESEL) 1987 & 1988	1987	1988	Total Expenditures	5850	0	0	0	0	0	0	0	0	5850
				Total Grants & Sub.	4386	0	0	0	0	0	0	0	0	4386
				Total Other Revenue	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED	1464	0	0	0	0	0	0	0	0	1464
071708	TRANSIT SHELTERS - 1987	1987	1988	Total Expenditures	269	0	0	0	0	0	0	0	0	269
				Total Grants & Sub.	150	0	0	0	0	0	0	0	0	150
				Total Other Revenue	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED	119	0	0	0	0	0	0	0	0	119



## TRANSIT - H.S.R.

## UNINFLATED

## WORK IN PROGRESS

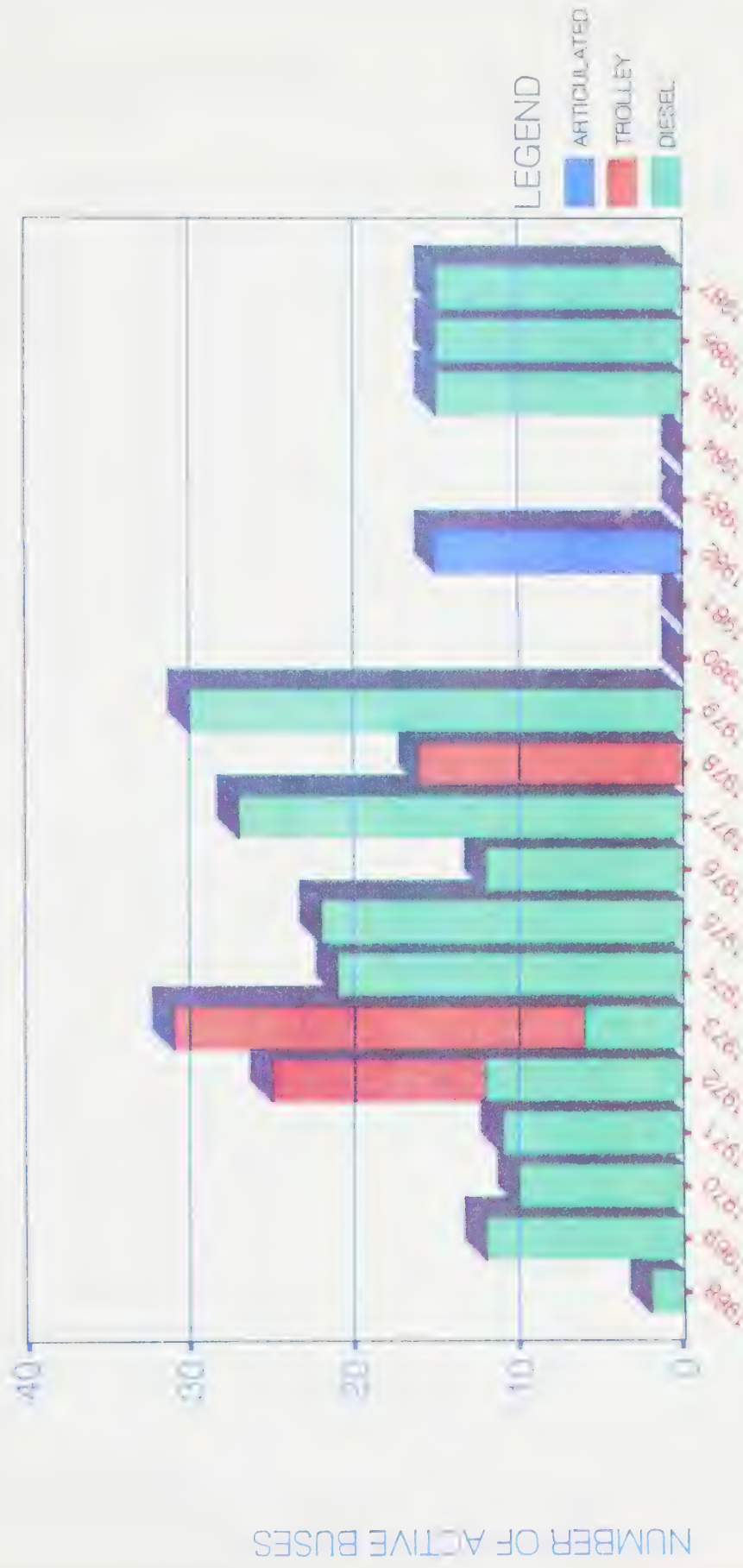
DETAILED COST REPORT  
(000's)

PROJECT NUMBER	PROJECT DESCRIPTION	START END	FINANCING	PRE 1988	1988	1989	1990	1991	1992	POST 1992	TOTAL
*****REPORT SUMMARY*****											
	TOTAL EXPENDITURES			22588	14296	17768	0	0	0	0	54652
	TOTAL GRANTS & SUB.			16854	10681	13719	0	0	0	0	41254
	TOTAL OTHER REVENUE			2695	0	60	0	0	0	0	2755
	FINANCING REQUIRED			3039	3615	3989	0	0	0	0	10643
	TOTAL NUMBER OF PROJECTS STARTING			11	0	0	0	0	0	0	11



# HAMILTON STREET RAILWAY COMPANY

FLEET PURCHASES BY YEAR



MODEL YEAR OF BUS



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TRANSIT: CANADA COACH LINES

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**FUN-TREK**  
The Canada Coach Lines  
Limited

January 11, 1988

To The Chairman and Members of the  
Transportation Services Committee

**Re: The Canada Coach Lines Limited Capital Budget  
1988-1992**

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Origin:

In 1987 the capital budget contained a change to our original 3-year Strategic Plan which was adopted in 1984.

The proposed change in 1987 was to defer our replacement program of 3 buses per year in order to evaluate our business plan in 1988.

The 1988 current budget presents our operational business plan which contains a direction from Regional Council to address the financial implication of rejuvenating the CCL fleet.

Background:

In 1987 Council directed staff to prepare a financial plan to show the requirement to rejuvenate the CCL fleet. In order to achieve our five (5) year Financial Plan as presented, staff is proposing to purchase nine (9) vehicles in 1988, six (6) vehicles in 1989 and to continue with our original three (3) vehicles per year thereafter. This capital plan was originally proposed in our 1984 Operational Plan, with a change to finance the vehicles over an eight (8) year period in order to control cash flows in the future. It is anticipated that we will achieve a 12-15 year old fleet standard by 1992.

Of the nine buses to be acquired in 1988 six of the vehicles are part of a demonstration project by Transport Canada. The purpose is to utilize a lift option on a highway-type coach for handicapped passengers' usage and need. The project has been approved by both our Council (TSC 14-87, Item #6) and Transport Canada to have CCL purchase the vehicles and Transport Canada to assist in the financing of the vehicle for the period of the project (3 years).

continued...



During 1988 rehabilitation work will continue to be part of the rejuvenation of the fleet in order to achieve a 12 to 15 year old fleet standard.

Analysis:

Summary of Capital Programs

The capital program for Canada Coach Lines has four components. These items and a brief narrative are as follows:

- 1) **Ticket Machines - Project No. 271803**  
These are the funds required to replace the ticket machines in the coach. Our present ticket machines are approximately 40 years old and can no longer be repaired.
- 2) **Replacement Coaches - Project 271801**  
This program is the reestablishing of the program required to rejuvenate the fleet by purchasing 3 vehicles per year with the addition of a mini bus for convention usage and airport shuttle when required.
- 3) **Replacement Coaches - Transport Canada Project Project 271804**  
As described earlier, six (6) washroom-equipped para-lift type highway coaches are purchased and funded by Transport Canada for the first three years of operation and the remaining period by Canada Coach Lines.
- 4) **Refurbishing Coaches - Project No. 271802**  
Due to the time required to rejuvenate the CCL fleet, and due to the current age of our fleet, it is imperative that a refurbishing program of 4 vehicles per year be adopted. This program will extend the life of these coaches by several years.



# ASSUMPTIONS - TRANSIT - C.C.L. ---

1. INFLATION - 4.5% per year.
2. DEBT CHARGES - COACH REPLACEMENT - 8.0% over 8 years. Debt Factor (.174015)
  - LEASE REFINANCING - 8.5% over 4 years. Debt Factor (.30529)
  - REFURBISHING & OTHER - 8.0% over 10 years. Debt Factor (.149029)
  - TRANSPORT CANADA BUSES - \$735,000 , 8.0% over 8 years.
    - \$315,000 one year loan at 8.0% offset by revenue from Transport Canada.
3. OPERATING EXPENDITURES - Increased annually by inflation.
4. CONTRIBUTION TO CAPITAL - To match repayment of leases. Last payment in 1988.
5. REVENUES -
  - SUBSIDIES & OTHER REVENUE - Required amount to meet Council's Deficit Reduction Plan.
6. LEVY REQUIREMENT - A fixed amount reduced each year to 0 in 1991 and future years per Council's Deficit Reduction Plan.
7. OTHER -
  - PROJECTS - ANNUAL PROGRAMS
    - i) Coach replacement - Purchase of 9 coaches and 1 mini bus in 1988.
      - 6 from Transport Canada, 3 coaches at \$220,000/coach and one mini bus at \$40,000.
      - Purchase of 6 Coaches in 1989 at \$220,000/coach.
      - Purchase of 3 Coaches in 1989 at \$300,000/coach.
    - ii) Refurbishing - Six coaches to be refurbished each year at a cost of \$39,000 per coach.





TRANSIT - C.C.L.  
CURRENT BUDGET MULTI- YEAR FORECAST

(\$000's)

	1987						5 YEAR
	BUDGET	1988	1989	1990	1991	1992	TOTAL
Operating Expenditure	5,786	6,340	6,354	6,515	6,745	6,986	32,940
Debt Charges - External	0	0	0	0	0	0	0
Debt Charges - Internal	422	453	1,089	1,064	1,125	1,156	4,887
Contribution To Capital (Leases)	102	45	0	0	0	0	45
Total Current Budget	6,310	6,838	7,443	7,579	7,870	8,142	37,872
Less Subsidies & Other Revenue	6,129	6,748	7,398	7,579	7,870	8,142	37,737
Levy Requirement	181	90	45	0	0	0	185
Revenue Increase		10.1%	9.6%	2.4%	3.8%	3.5%	
Revenue Increase excluding Transport Canada contrib.		10.1%	4.96%	7.00%	3.8%	3.5%	
Levy Increase		-50.3%	-50.0%	-100.0%	0.0%	0.0%	
Debt Charges as % of Total Current Budget		7%	15%	14%	14%	14%	
Incremental Operating Costs (\$000's) (Incorporated in above)		0	(260)	(120)	(60)	(60)	
Additional (Reduced) Debt Costs In Each Year		31	636	(25)	61	31	



TRANSIT - C.C.L.  
SUMMARY OF CAPITAL EXPENDITURE AND REVENUE

	(\$000's)					5 YEAR
	1988	1989	1990	1991	1992	TOTAL
Gross Expenditure	2,977	1,708	1,298	1,363	1,431	8,777
Less: Grants & Subsidies	0	0	0	0	0	0
Other Revenue	870	0	0	0	0	870
Net Expenditure	2,107	1,708	1,298	1,363	1,431	7,907
Contribution from Current	45	0	0	0	0	45
Financing Required from Reserves	2,062	1,708	1,298	1,363	1,431	7,862

NEW PROJECTS SUMMARY						TOTAL
Gross Expenditure	2,932	1,708	1,298	1,363	1,431	8,732
Less: Grants & Subsidies	0	0	0	0	0	0
Other Revenue	870	0	0	0	0	870
	2,062	1,708	1,298	1,363	1,431	7,862

WORK-IN-PROGRESS SUMMARY						TOTAL
Gross Expenditure	45	0	0	0	0	45
Less: Grants & Subsidies	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0
	45	0	0	0	0	45



DETAILED COST REPORT  
(000's)

PROJECT PROJECT NUMBER DESCRIPTION	START END	FINANCING	PRE		1988		1989		1990		1991		1992		POST		TOTAL
			1988	1988	1988	1988	1989	1989	1990	1990	1991	1991	1992	1992	1992	1992	
271803 TICKET MACHINES	1988	1989															
						0	100	0	0	0	0	0	0	0	0	0	100
						0	0	0	0	0	0	0	0	0	0	0	0
						0	0	0	0	0	0	0	0	0	0	0	0
FINANCING REQUIRED			0	100	0	0	0	0	0	0	0	0	0	0	0	0	100
271804 REPLACEMENT COACHES -TRANSPORT CANADA	1988	1989				0	1920	0	0	0	0	0	0	0	0	0	1920
						0	0	0	0	0	0	0	0	0	0	0	0
						0	870	0	0	0	0	0	0	0	0	0	870
						0	1050	0	0	0	0	0	0	0	0	0	1050
FINANCING REQUIRED																	
271801 REPLACEMENT COACHES	1988	1992				0	700	1483	1062	1115	1171	1171	0	0	0	0	5531
						0	0	0	0	0	0	0	0	0	0	0	0
						0	0	0	0	0	0	0	0	0	0	0	0
						0	700	1483	1062	1115	1171	1171	0	0	0	0	5531
FINANCING REQUIRED																	
271802 BUS REFURBISHING	1988	1992				0	212	225	236	248	260	260	0	0	0	0	1181
						0	0	0	0	0	0	0	0	0	0	0	0
						0	0	0	0	0	0	0	0	0	0	0	0
						0	212	225	236	248	260	260	0	0	0	0	1181
FINANCING REQUIRED																	



DETAILED COST REPORT  
(000' s)

PROJECT PROJECT NUMBER DESCRIPTION	START END	FINANCING	PRE 1988	1988	1989	1990	1991	1992	POST 1992	TOTAL
*****REPORT SUMMARY*****										
TOTAL EXPENDITURES			0	2912	1708	1298	1363	1431	0	8742
TOTAL GRANTS & SUB			0	0	0	0	0	0	0	0
TOTAL OTHER REVENUE			0	870	0	0	0	0	0	870
FINANCING REQUIRED			0	2062	1708	1298	1363	1431	0	7862
TOTAL NUMBER OF PROJECTS STARTING			0	4	0	0	0	0	0	4









# CANADA COACH LINES LTD.

FLEET INVENTORY BY MODEL AND YEAR AS OF 1987



MODEL YEAR OF BUS



# CANADA COACH LINES LTD.

FLEET INVENTORY BY MODEL AND YEAR AS OF 1992



MODEL YEAR OF BUS

\* Note: Make and model for Highway and Suburban to be determined.









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